TECHNICAL ASSISTANCE CATALOG

PREPAREDNESS & PROGRAM MANAGEMENT TECHNICAL ASSISTANCE

National Preparedness Directorate

Grant Programs Directorate

FEDERAL EMERGENCY MANAGEMENT AGENCY

PURPOSE

The U.S. Department of Homeland Security (DHS), Federal Emergency Management Agency (FEMA), National Preparedness Directorate (NPD) and Grant Programs Directorate (GPD), Technical Assistance (TA) program seeks to build and sustain capabilities through specific services and analytical capacities across two primary functional areas:

- Preparedness TA activities in support of the four homeland security mission areas (prevention, protection, response, and recovery)

- Homeland security program management

This two-pronged approach ensures that initiatives measurably contribute to the enhancement of homeland security capabilities through State and local homeland security programs. The TA program addresses the areas of greatest State and local need by institutionalizing knowledge at the State and local level and providing a dynamic menu of services that is responsive to national priorities.

BACKGROUND

The TA program is driven by the following three core tenets:

- TA must support the *National Preparedness Guidelines* (*Guidelines*), National Priorities, and associated national strategies and doctrine that maintain homeland security

- TA must be flexible and adaptable to fully address current national threats and the present day needs of homeland security personnel

- TA must include a layered range of products ranging from guidance and templates to specialized onsite support that apply to States, regions, Urban Areas, counties, tribal entities, and private interests with a role in homeland security

TA service deliveries may take a variety of forms that can be combined or modified to meet the specific needs of each requesting State or local jurisdiction. To best accommodate the wide variety of TA needs and deliverables, the NPD and GPD supports the following three levels of technical assistance:

- **Level 1 – Information Resources:** General information to raise awareness or enhance familiarity with best practices/protocols required within all jurisdictions.

- **Level 2 – Models, Templates, and Samples:** Delivery of solution packages and performance models drawn from Federal, state, and local studies, best practices, and experience that guides the implementation of various initiatives.

- **Level 3 – Onsite Workshops:** Delivery of rigorous, customized solutions through direct, onsite support, including workshops, guidance, and facilitation

efforts to maximize direct interaction between TA providers and TA recipients and ensure the successful implementation of the most complex initiatives.

PREPAREDNESS TECHNICAL ASSISTANCE

Preparedness TA services seek to build and sustain capabilities in support of the four homeland security mission areas (prevention, protection, response, and recovery) and the suite of priorities and capabilities outlined in the *Guidelines*. As capability gaps are identified within State and local jurisdictions, Preparedness TA services are designed, developed, and delivered to address those needs and build capabilities in the most critical areas. The following text provides an overview of the services that comprise the NPD's Preparedness TA program:

Prevention Technical Assistance: The prevention mission area focuses primarily on the following two national priorities: (1) Expand Regional Collaboration and (2) Strengthen Information Sharing and Collaboration Capabilities. In coordination with lead federal law enforcement and intelligence agencies, including the DHS Office of Intelligence and Analysis (I&A), the Federal Bureau of Investigation (FBI), and the Office of the Director of National Intelligence (ODNI), NPD seeks to ensure that State and local jurisdictions possess required capabilities and are proficient in tasks essential to preventing terrorist attacks against the homeland. In the prevention mission area, NPD has made the establishment of the fusion capacity the top prevention priority for State and local governments.

DHS and the U.S. Department of Justice (DOJ) have partnered to offer a series of fusion center technical assistance services to support the implementation of the Global *Fusion Center Guidelines* and the ODNI *Information Sharing Environment (ISE) Implementation Plan* to facilitate the nationwide development and/or enhancement of the fusion process. In order to assist in effectively utilizing the prevention TA, all services support the development of baseline capabilities.

Please refer to the web links below for a complete version on the following Fusion Center Process documents:

Fusion Center Guidelines:
http://it.ojp.gov/documents/fusion_center_guidelines_law_enforcement.pdf

Information Sharing Environment (ISE) Implementation Plan:
http://www.ise.gov/docs/reports/ise-impplan-200611.pdf

Protection Technical Assistance: The protection mission area focuses primarily on the following national priorities: (1) Expand Regional Collaboration, (2) Implement the *National Infrastructure Protection Plan (NIPP)* and (3) Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Detection, Response and Decontamination Capabilities. The NPD has partnered with the DHS Office of Infrastructure Protection (IP) to enhance protection-related support to State and local jurisdictions.

Response/Recovery Technical Assistance: The response and recovery mission areas focus primarily on the following four national priorities: (1) Implement the National

Incident Management System (NIMS) and National Response Framework (NRF); (2) Expanded Regional Collaboration; (3) Strengthen Interoperable and Operable Communications Capabilities; (4) Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Detection, Response and Decontamination Capabilities. The NPD has partnered with the NIMS Integration Center (NIC), the Department of Energy (DOE), and others to enhance response and recovery related support to State and local jurisdictions.

PROGRAM MANAGEMENT TECHNICAL ASSISTANCE

The GPD Program Management TA services provide direct assistance in the establishment and enhancement of the overall homeland security administrative framework within State and local jurisdictions. These TA services help build the infrastructure at the State and local levels in which preparedness purchases, training activities, exercises, and additional assistance can accurately be managed, administered, tracked, and measured. This component of the overall TA program includes services focused on grant reporting, grants management, overall homeland security program management, and resource management strategies for special needs jurisdictions.

HOMELAND SECURITY VIRTUAL ASSISTANCE CENTER (HSVAC)

In an effort to increase efficiency and provide visibility into the technical assistance (TA) request and delivery lifecycle, the National Preparedness Directorate (NPD) Homeland Security Preparedness Technical Assistance Program (HSPTAP) has developed an electronic system to automate and streamline the request and scheduling of all TA programs. This web-based system, the *Homeland Security Virtual Assistance Center (HSVAC)*, will give State and local jurisdictions access to all TA program information and the ability to request services in one location.

To view the HSVAC please visit https://hsvac.dhs.gov. In order to use the HSVAC to submit TA requests, you must be a registered user. Registration requests may be submitted through the Login/Register link on the main HSVAC page. Only registered users will be able to request TA services and download Level I and II TA service materials

Additional questions regarding the information or services provided on the HSVAC system should be submitted to HSVAC@dhs.gov.

REQUESTING TECHNICAL ASSISTANCE

TA Requests from State / Local Jurisdictions:
All State and local jurisdiction requests for technical assistance (TA) may be made either in writing or through the HSVAC. All requests must be sent through the State Administrative Agency (SAA) to FEMA Grant Programs Directorate (GPD) Program Analysts for coordination and execution. This process consists of two main steps:

1. State and local jurisdictions applying for TA must submit a request to their SAA. A request can be made through the HSVAC at visit https://hsvac.dhs.gov. Requests can also be made in writing by completing the "Technical Assistance Request" form located on the following page.

2. If the SAA determines the request is consistent with the State strategy goals and objectives, the SAA sends the request to the appropriate GPD Program Analyst.

TA Requests from UASI Urban Areas:
All Urban Areas Security Initiative (UASI) Urban Area requests for technical assistance must be made in writing and sent through the Urban Area Working Group (UAWG) to FEMA GPD for coordination and execution. This process consists of two main steps:

1. All UASI Urban Areas applying for TA must submit to their Urban Area Working Group. A request can be made through the HSVAC at visit https://hsvac.dhs.gov. Requests can also be made in writing by completing the "Technical Assistance Request" form located on the following page.

2. If the UAWG determines the request is consistent with the Urban Area strategy goals and objectives, the UAWG sends the request to the appropriate GPD Program Analyst.

TECHNICAL ASSISTANCE (TA) REQUEST FORM

TA Requestor: _____ **Date:** _____
(State or local jurisdiction requesting TA)

Please describe the nature and extent of the issue or problem you are experiencing:
_____
_____
_____

Catalog Title of TA Service Requested:
_____

Level of Assistance:
_____

Jurisdiction Level to Receive TA: □ State   □ Local   □ Both   □ Regional

Additional Information:
_____

Request is consistent with the technical assistance goals, projected needs, and priorities addressed in the statewide strategy.

□ Yes. If "yes," please list the strategy goal/objective:
_____

□ No.   If "no," please attach an explanation or strategy update justifying this need for technical assistance or redefining goals, objectives, and priorities.

Desired Delivery Dates/Timeline:
_____

Anticipated Number of TA Participants:
_____

Additional Information on Specific Needs:
_____
_____

TA Requestor Point of Contact Information:

Name: _____ **Title:** _____
Phone Numbers: _____
E-mail Address: _____

_____   _____
   SAA Authorized Signature   **FEMA Program Analyst Signature**

_____   _____
          Date   **Date**

CONTENTS

PROGRAM MANAGEMENT TECHNICAL ASSISTANCE

FUSION PROCESS ORIENTATION AND DEVELOPMENT SERVICES

The *Fusion Process Orientation and Development Service* is a comprehensive, onsite strategic planning session that provides jurisdictions with an overview of the fusion process and facilitates the development of a fusion process/center implementation plan. The technical assistance (TA) service module is designed to be tailored to deliver any or all of the below specific services:

- **Fusion Process Orientation**. An orientation program for fusion center leaders and operational agencies that explains the mission of fusion centers or develops a strategic plan to enhance existing fusion centers.

- **Fusion Process Governance Structure and Authority.** Facilitates the strategic planning for and development of a comprehensive fusion center governance structure, to include legal foundation (statutory authority, executive order, charter/bylaws, and formal partnership agreements) and executive steering committee or subcommittee structures and authorities.

- **Fusion Concept of Operations (CONOPS) Development.** Facilitates the development of a viable, strategic CONOPS is tailored, as necessary, to target the development and/or review of specific portions of an existing CONOPS by providing subject-matter expertise, templates, and samples to assist in the drafting process.

- **Fusion Center Administration and Management.** Facilitates the design of a scalable fusion center administrative/management framework. The framework will allow fusion centers to maximize and sustain the effectiveness of its operations.

Target Audience:
This service assists States and Urban Areas in the early stages of fusion center development, as well as more mature centers seeking to review, refine, and enhance governance processes.

Levels of Assistance:
The TA service module is a two-day orientation session for fusion center leaders and all agencies involved in the fusion center operation. Each TA service module is tailored to the individual needs of the requesting jurisdiction.

Day 1: An orientation program for fusion center leaders and operational agencies that explains the mission of the fusion center and begins the process of organizing components into an implementation team responsible for the establishment or enhancement of the fusion process/center.

Day 2: Working session for the operational agencies identified as members of the implementation team; during the session, participants begin the development of a detailed strategic plan to establish or enhance the fusion process/center.

Associated Global Fusion Center Guidelines:
All

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Strengthen Information Sharing and Collaboration Capabilities; Expanded Regional Collaboration

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; and Law Enforcement Investigation and Operations

FUSION CENTER TECHNOLOGY TECHNICAL ASSISTANCE

The Fusion Center Technology Technical Assistance assists agencies technologically to support fusion center implementation. The program will equip appropriate fusion center staff with knowledge of cutting-edge technologies and provide advice on available technology, best practices for utilizing that technology, and general support of center operations.

Target Audience:
This service assists States and Urban Areas fusion center directors, analysts, and technology managers.

Levels of Assistance:
This technical assistance (TA) service is designed to provide short-term, on-site working sessions with follow-up telephone conferences and Webinars, as needed. It will also include presentations at fusion center conferences and related meetings. Requesting fusion centers can expect to receive the following from this service:

- Understanding of the current technology landscape and identification of specific solutions to identified requirements.

- Facilitate technical architecture, particularly in establishing connectivity to other fusion centers and local agencies.

- Implementation of national standards to facilitate the secure processing of information, protection of privacy, and advanced user-management solutions, such as federated identity and privilege management.

- Requirements definition for commercial software and technology in support of fusion center operations.

- Data conversion and integration approaches.

- Resolution of technical issues specific to individual fusion center problems.

Associated Global Fusion Center Guidelines:
6. *Leverage the databases, systems, and networks available via participating entities to maximize information sharing.*

7. *Create an environment in which participants seamlessly communicate by leveraging existing systems and those currently under development, and allow for future connectivity to other local, state, tribal, and federal systems.*

9. *Ensure appropriate security measures are in place for the facility, data, and personnel.*

10. *Integrate technology, systems, and people.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Strengthen Information Sharing and Collaboration Capabilities; Expanded Regional Collaboration

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; and Law Enforcement Investigation and Operations

FUSION CENTER PRIVACY POLICY DEVELOPMENT

The *Fusion Center Privacy Policy Development* technical assistance (TA) service facilitates the development of a comprehensive policy that seeks to safeguard both privacy and civil liberties. This service leverages the *Privacy Policy Development Guide and Implementation Templates* developed through a collaborative effort of DOJ's Global Privacy and Information Quality Working Group (GPIQWG). This guide is a practical, hands-on resource that provides fusion center practitioners with guidance for developing a privacy policy. It assists agencies in articulating privacy obligations in a manner that protects the fusion center, the individual, and the public, while making it easier to share critical information.

Target Audience:
This service assists States and Urban Areas in the early stages of fusion center development, as well as more mature centers seeking to refine governance processes.

Levels of Assistance:
This TA service offering provides guidance and support as fusion centers develop their privacy policies. All jurisdictions are encouraged to use the *Privacy Policy Development Guide and Implementation Templates* which can be accessed at: http://it.ojp.gov/privacy206/. In addition, supplementary, onsite support is available through a one-day working session. This session:

- Provides a detailed overview of the *Privacy Policy Development Guide and Implementation Templates*

- Shares best practices and lessons learned from established fusion centers with robust privacy policies

- Addresses major obstacles in the development of a coherent privacy policy

Associated Global Fusion Center Guidelines:
8. *Develop, publish, and adhere to a privacy and civil liberties policy.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Strengthen Information Sharing and Collaboration Capabilities; Expanded Regional Collaboration

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; and Law Enforcement Investigation and Operations

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FUSION LIAISON OFFICER PROGRAM DEVELOPMENT (FLO)

The *Fusion Liaison Officer (FLO) Program Development* technical assistance (TA) service facilitates the development, implementation, and coordination of a network of Fusion Liaison Officers. These officers are members of local or regional law enforcement, fire service, public health, and other agencies, such as public works, corrections, and emergency management. The network of Fusion Liaison Officers ensures that vital disciplines participate in the fusion process and serve as the conduit through which homeland security and crime related information flows to the fusion center for assessment and analysis. The network also serves as the vehicle to carry actionable intelligence from the national level and the regional fusion center to field personnel. Fusion Liaison Officers also coordinate information sharing activities with private sector, critical infrastructure, and industry partners, such as electric companies, oil refineries, banks, and entertainment facilities.

Target Audience:

This service is designed to assist State and Urban Area fusion centers in the early stages of planning and development of a Fusion Liaison Officer Program.

Levels of Assistance:

This TA service module is designed to bring together fusion center management and identified multidisciplinary representatives from local or regional agencies involved in information sharing and collection operations for a one-day working session. The working session will guide the development of a Fusion Liaison Officer Program framework and foundational plan that ensures successful program implementation by providing a framework to:

- Identify appropriate multidisciplinary participants to increase the flow of homeland security and crime-related information both to and from the fusion center.

- Identify necessary awareness-level and fusion center process/protocol training.

- Shape program design, structure, and management processes to meet identified fusion center needs.

- Ensure that the program will seamlessly integrates into existing information sharing and reporting processes.

Additional follow-up consultation can be provided to the jurisdiction as needed.

Associated Global Fusion Center Guidelines:

4. *Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety agencies, and the private sector.*

11. *Achieve a diversified representation of personnel based on the needs and functions of the center.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Strengthen Information Sharing and Collaboration Capabilities; Expanded Regional Collaboration

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; and Law Enforcement Investigation and Operations

FUSION LIAISON OFFICER PROGRAM IMPLEMENTATION

This technical assistance (TA) service is a follow-on service to the *Fusion Liaison Officer (FLO) Program Development* TA service. It is designed to implement the foundational plan developed during the Fusion Liaison Officer Program Development TA service and is designed to bring together fusion center management and identified Fusion Liaison Officers for a two to three day training and technical assistance session. The session will support the implementation of a Fusion Liaison Officer Program and ensure successful program implementation by providing newly appointed Fusion Liaison Officers with the fundamental tools they need to be successful in their position.

Target Audience:
This service is designed to assist State and Urban Area fusion centers in the early stages of implementing a FLO Program and the associated introductory training of FLOs, as well as more mature centers seeking to refine their FLO Program.

Levels of Assistance:
The service is tailored to jurisdictional processes and contains ten individual modules, including:

- Overview of fusion center operations and the fusion process

- Information on FLO roles and responsibilities

- Overview of indicators and warnings related to terrorist and criminal activity, as well as other man-made or natural hazards to increase situational awareness of FLO participants

- Information on FLO collection and reporting processes (tailored to the jurisdiction)

- Overview and discussion of other potential FLO responsibilities, such as support for Critical Infrastructure – Key Resources (CIKR) protection, threat and vulnerability assessments, on-scene incident support, etc.

- Information on best practices gathered from existing successful programs at the State and local levels.

Additional follow-up consultation can be provided to the jurisdiction as needed.

Associated Global Fusion Center Guidelines:
4. Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety agencies, and the private sector.

11. Achieve a diversified representation of personnel based on the needs and functions of the center.

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Strengthen Information Sharing and Collaboration Capabilities; Expanded Regional Collaboration

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; and Law Enforcement Investigation and Operations

28 CFR PART 23 TECHNICAL ASSISTANCE

This service assists agencies in the operation of federally funded, multijurisdictional criminal intelligence systems that comply with the requirements of 28 Code of Federal Regulations Part 23 (28 CFR Part 23). Topics covered during this session include:

- An overview of the regulation
- Storage of information in a database
- Security issues
- Review-and-purge process
- Compliance issues
- Inquiry and dissemination issues
- Detailed question-and-answer period

Target Audience:
28 CFR Part 23 standards apply to all multijurisdictional criminal intelligence systems operating under Title I of the Omnibus Crime Control and Safe Streets Act of 1968, as amended. This includes any Office of Justice Programs (OJP) and Bureau of Justice Assistance (BJA) programs such as the Byrne Formula or Discretionary Grants Programs, the Local Law Enforcement Block Grant (LLEBG) Program, and Community Oriented Policing Services (COPS) grants. High Intensity Drug Trafficking Areas (HIDTA) projects have adopted, as a matter of policy, the operating standards of 28 CFR Part 23.

Levels of Assistance:
This service provides flexible support using several formats:

- Onsite review of the criminal intelligence system
- Review of related operating policies and procedures
- Recommendations or suggestions for system modifications based on comprehensive review
- Delivery of specialized problem resolution

Associated Global Fusion Center Guidelines:
5. *Utilize Memoranda of Understanding (MOUs), Non-Disclosure Agreements (NDAs), or other types of agency agreements, as appropriate.*

15. *Develop, publish, and adhere to a policies and procedures manual.*

13. *Provide a multitiered awareness and educational program to implement intelligence-led policing and the development and sharing of information.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Strengthen Information Sharing and Collaboration Capabilities; Expanded Regional Collaboration

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; and Law Enforcement Investigation and Operations

INTELLIGENCE COMMANDERS COURSE

The primary objective of the *Intelligence Commanders Course* is the delivery of essential principles of criminal intelligence operations to command personnel. Each course is designed to meet the needs of the commander and supervisor in charge of ensuring daily intelligence operations. This training seeks to ensure that these individuals are prepared to provide the accountability and organization necessary to manage the resources responsible for the functioning of the intelligence process and producing of intelligence products.

Target Audience:
This service is designed to assist local, State, and tribal law enforcement commanders.

Levels of Assistance:
This technical assistance (TA) service is a two-day course designed to provide flexible support using several formats:

- Foundations of Intelligence

- Intelligence-Led Policing

- Intelligence Systems and Technology

- Legal Issues

- Management Issues

- Intelligence Products

- Fusion Process

Associated Global Fusion Center Guidelines:
12. *Ensure personnel are properly trained.*

13. *Provide a multitiered awareness and educational program to implement intelligence-led policing and the development and sharing of information.*

National Preparedness Guidelines Mapping

Mission Areas: Prevention

National Priorities: Strengthen Information Sharing and Collaboration Capabilities; Expanded Regional Collaboration

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; and Law Enforcement Investigation and Operations

STATE AND LOCAL ANTI-TERRORISM TRAINING (SLATT)

The *State and Local Anti-Terrorism Training (SLATT)* program's primary objective is the delivery of specialized terrorism/extremism orientation, interdiction, investigation, and prevention training to law enforcement executives, command personnel, intelligence officers, investigators, analytical personnel, training directors, and prosecutors. Each course is specifically designed to meet the needs of the target audience, from the street-level officer to the executive.

Target Audience:
This service assists local, State, and tribal law enforcement and prosecution authorities.

Levels of Assistance:
This service offering provides flexible support using several formats:

- *Investigative/Intelligence Workshop:* A four-day course for law enforcement investigators, intelligence officers, and analytical personnel that includes topics inherent in the investigation and prosecution of terrorism and criminal extremism.

- *Advanced Investigator's Series:* A one- to two-day workshop that provides instruction concentrated on a specific topic related to the investigation and prosecution of terrorists and criminal extremists; topics may include, but are not limited to, intelligence, investigative techniques, and counter surveillance.

- *Specialized Training Event:* A workshop designed to provide an effective, flexible response to law enforcement training needs; Workshop length (four hours to two days) and topics are tailored to the specific needs of the requesting agency.

- *Task Force Anti-Terrorism Briefing:* A one-day briefing designed for multijurisdictional task force personnel, combining terrorism awareness and investigative training with the expertise, experience, and contacts of task forces.

- *Tribal Lands Anti-Terrorism Briefing:* A briefing that specifically addresses anti-terrorism training needs and issues critical to Indian Country; briefings are tailored to meet the needs of specific tribal areas and cover topics such as intelligence, indicators and warning signs, and legal issues.

- *Train-the-Trainer Workshop:* A two-day course designed for qualified law enforcement trainers, intended to assist agencies in developing in-house anti-terrorism training capabilities by providing quality instruction and a take-home instructor guide to be used for further training.

Associated Global Fusion Center Guidelines:
12. *Ensure personnel are properly trained.*

13. *Provide a multitiered awareness and educational program to implement intelligence-led policing and the development and sharing of information.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Strengthen Information Sharing and Collaboration Capabilities; Expanded Regional Collaboration

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; and Law Enforcement Investigation and Operations

CRIMINAL INTELLIGENCE FOR THE CHIEF EXECUTIVE

The briefing provides an overview of the importance and responsibility of developing an intelligence capability in a law enforcement agency. The session offers a perspective of the re-emphasized movement toward intelligence-led policing. Additionally, the briefing provides an overview of the National Criminal Intelligence Sharing Plan (NCISP) and other intelligence-related issues, including policies, laws, statutes, and rules impacting the intelligence function; resources and tools to assist in preventing and/or responding to legal, privacy, and ethical issues; and intelligence systems and resources available. A resource CD and multiple publications and informational literature are also distributed to the session participants for use within their agency.

Target Audience:
This service assists local, State, and Tribal law enforcement and prosecution authorities.

Levels of Assistance:
This service module is a one-day briefing. The topics include the following:

- Overview of the NCISP
- Review of the criminal intelligence process and function
- Policy and resource implications
- Intelligence-led policing
- Legal and liability issues
- Overview of 28 CFR Part 23
- Privacy and ethical issues
- Intelligence sharing networks/systems

Associated Global Fusion Center Guidelines:
1. *Adhere to the tenets contained in the NCISP and other sector-specific information sharing plans, and perform all steps of the intelligence and fusion processes.*

6. *Leverage the databases, systems, and networks available via participating entities to maximize information sharing.*

8. *Develop, publish, and adhere to a privacy and civil liberties policy.*

National Preparedness Guidelines Mapping:

> **Mission Areas:** Prevention
>
> **National Priorities:** Strengthen Information Sharing and Collaboration Capabilities; Expanded Regional Collaboration
>
> **Capabilities:** Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; and Law Enforcement Investigation and Operations

NATIONAL INFORMATION EXCHANGE MODEL (NIEM)

The National Information Exchange Model (NIEM) develops, disseminates, and supports enterprise-wide information exchange standards and processes that can enable jurisdictions to effectively share critical information in emergency situations, as well as support the day-to-day operations of agencies throughout the nation. NIEM enables information sharing, focusing on information exchanged among organizations as part of their current or intended business practices. The NIEM exchange development methodology results in a common semantic understanding among participating organizations and data formatted in a semantically consistent manner. NIEM will standardize content (actual data exchange standards), provide tools, and manage processes.

Target Audience:
The Executive Briefing is designed for executives, managers, information technologists, and policymakers. The Practical Implementer's Course is designed for implementers, developers, and practitioners in the field. Prior XML experience is recommended.

Levels of Assistance:
This service is offered in two formats—Executive Briefing and Practical Implementer's Course.

- **Executive Briefing:** This briefing provides information regarding the key and foundational concepts regarding the use of NIEM. This briefing provides the basic definitions and information needed to enable effective decision making for building applications using NIEM.

- **Practical Implementer's Course:** This course provides practical implementation strategies for data exchanges and methodologies for using NIEM.

Associated Global Fusion Center Guidelines:
6. *Leverage the databases, systems, and networks available via participating entities to maximize information sharing.*

7. *Create an environment in which participants seamlessly communicate by leveraging existing systems and those currently under development, and allow for future connectivity to other local, state, tribal, and federal systems.*

National Preparedness Guidelines Mapping:

Mission Areas: Prevention

National Priorities: Strengthen Information Sharing and Collaboration Capabilities; Expanded Regional Collaboration

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; and Law Enforcement Investigation and Operations

FIRE SERVICE INFORMATION SHARING WORKSHOP

The U.S. Department of Homeland Security (DHS), in coordination with the U.S. Department of Justice (DOJ), is providing the *Fire Service Information Sharing Workshop* as a component of the *Fusion Process Technical Assistance (TA) Program*. The objective of the workshop is to provide support for jurisdictions as they consider coordination with and/or integration of the fire service into existing information sharing initiatives.

The *Fire Service Information Sharing Workshop* is an introductory service designed to facilitate discussion between fire service personnel and their respective fusion center. It also assists fire service personnel in learning how they can engage in the information sharing processes. The workshop was built on the foundation that the fire services are a valuable asset in the nation's effort to prevent and respond to incidents through effective information sharing. While fully integrating the fire services into the intelligence cycle may be an unrealistic goal, establishing a two-way communication node within information sharing processes provides the following key benefits:

- All-threat and all-hazard operational information shared with, received, or encountered by fire services can help prevent incidents, enhance their life safety mission, and protect the nation's citizens.
- Fire services observe information in the course of their daily duties that can increase situational awareness and support prevention and response activities.

Target Audience:
This service is designed to assist fire service personnel and State and Urban Area fusion centers in the early stages of coordination with and/or integration of the fire service into existing information sharing initiatives.

Levels of Assistance:
With the intention of maximizing understanding of the information sharing processes, the *Fire Service Information Sharing Workshop* is structured to provide an overview of applicable information sharing doctrine and potential partnership opportunities with fusion centers. This service will provide executive fire service officers an opportunity to enhance their department's operational information sharing abilities. Ultimately, the workshop will strengthen the fire service mission of protecting life safety and property.

Level Three: On-site Workshop:
The onsite workshop presents modules that provide an overview of the intelligence process and the jurisdictions State/local fusion center, as well as partnership opportunities and fire service capabilities.   Additionally, a table top exercise will be conducted to highlight situational awareness, information development, and information sharing.

Associated Global Fusion Center Guidelines:

4. *Create a collaborative environment for the sharing of intelligence and information among local, state, tribal, and federal law enforcement agencies, public safety agencies, and the private sector.*

11. *Achieve a diversified representation of personnel based on the needs and functions of the center.*

National Preparedness Guidelines Mapping:

> **Mission Areas:** Prevention
>
> **National Priorities:** Strengthen Information Sharing and Collaboration Capabilities; Expanded Regional Collaboration
>
> **Capabilities:** Information Gathering and Recognition of Indicators and Warnings; Intelligence Analysis and Production; Intelligence/Information Sharing and Dissemination; and Emergency Public Safety and Security Response

CRITICAL INFRASTRUCTURE-KEY RESOURCES ASSET PROTECTION TECHNICAL ASSISTANCE PROGRAM (CAPTAP)

Background:

Infrastructure protection is an integral component of the homeland security mission and overall national preparedness efforts. A key element of the national approach to infrastructure protection is the *National Infrastructure Protection Program (NIPP).* The NIPP outlines a comprehensive Risk Management Framework and establishes processes for combining consequence, vulnerability, and threat information to produce a comprehensive, systematic, and rational assessment of national or sector risk. Additionally, the NIPP defines a methodology to prioritize critical infrastructure-key resources (CIKR) protection activities based on risk, as well as the CIKR protection roles and responsibilities for security partners, including all levels of government, private industry, nongovernmental agencies and Tribal partners. Based upon the requirements identified in the NIPP and Fiscal Year (FY) 2007 Homeland Security Grant Program (HSGP) Guidance, State governments are responsible for developing and implementing a statewide/regional CIKR protection program, in accordance with the NIPP Risk Management Framework, as a component of their overarching homeland security program.

Program Description:

This technical assistance (TA) service assists State and local law enforcement, first responders, emergency management, and other homeland security officials understand the steps necessary to develop and implement a comprehensive CIKR protection program in their respective jurisdiction, through the facilitated sharing of best practices and lessons learned. This includes understanding processes, methodologies, and resources necessary to identify, assess, prioritize, and protect CIKR assets, as well as those capabilities necessary to prevent and respond to incidents, should they occur. Through a partnership with the Los Angeles Police Department's (LAPD) Operation Archangel and the DHS Office of Infrastructure Protection (IP) Infrastructure Information Collection Division (IICD), this TA service can also provide training on the use of *Constellation*[1] and the *Automated Critical Asset Management System* (ACAMS)[2].

The TA service includes a five-day, on-site TA session with follow-up consultation, as needed. Requesting State and/or Urban Area jurisdictions should expect to receive the following from this service:

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[1] *Constellation* is an open source, data-analysis, and information gathering tool, which can search open source information resources to identify current information or data similarities tailored to a jurisdiction's needs.

[2] ACAMS is a secure, online database that allows for the input of CIKR asset information, the cataloging, screening, and sorting this data, the production of several reports, and a variety of inquiries useful to the strategic planner and the tactical commander. ACAMS is also Protected Critical Infrastructure Information (PCII) protected to ensure that all information submitted to and contained within the system is protected from public release under the Freedom of Information Act (FOIA). Data contained within ACAMS can only be viewed and edited by those State and/or local jurisdictions who have entered and vetted the CIKR asset information, while all data contained within ACAMS can be viewed nationally by DHS.

- An overview of the development, implementation, and operation of a CIKR protection program, leveraging lessons learned and best practices from State and local CIKR protection programs, including:
    - Understanding the CIKR protection environment;
    - Understanding State and local roles and responsibilities associated with the NIPP risk management framework;
    - Engaging in and fostering public/private partnerships;
    - Developing a multidisciplinary and multi-jurisdictional CIKR protection program;
    - Defining, identifying, and cataloging CIKR sites and systems;
    - Conducting CIKR assessments;
    - Cataloging CIKR asset information using recognized naming and cataloging conventions;
    - Integrating mapping and geospatial information services (GIS);
    - Understanding, implementing, and using Protected Critical Infrastructure Information (PCII) protection measures;
    - Implementing preventive and protective actions at and around CIKR sites;
    - Conducting pre-incident security enhancement planning;
    - Conducting site assessment out-briefs;
    - Developing, implementing, and communicating target-hardening options; and
    - Integrating CIKR protective programs with fusion centers and/or emergency operation centers.

- An on-site assessment walk-through at a CIKR site, including:
    - Effectively coordinating and communicating with CIKR asset owner/operators and on-site security and facilities personnel;
    - Applying the assessment methodology; and
    - Conducting CIKR owner/operator out-briefs.

- Training on, and access to, the Constellation and ACAMS tools, which include:
    - Programmable, role-based access;
    - Comprehensive CIKR asset inventory, inventory management, and assessment tools;
    - Automated report generator for standard and customized reporting;
    - Built-in Buffer Zone Plan development tools;
    - DHS-approved CIKR asset taxonomy classification tool;
    - Access to live and historical law enforcement and counter-terrorism news feeds;
    - Integrated mapping and GIS functionality;
    - Comprehensive electronic CIKR reference documentation library;
    - Approved for PCII storage; and
    - "One click" response to DHS and other national CIKR data calls.

Target Audience:

This five-day TA service is designed to share CIKR protection program best practices with State and Urban Area representatives as they develop, implement, and/or enhance CIKR protection programs within their respective jurisdictions. The target audience includes:

- **Executives** – Module 1 (2 hours) of Day 1
- **Management and Planners** responsible for the development, implementation, operation, and/or management of a CIKR protection program – Days 1-5
- **Assessors or Collectors** who will conduct site assessments and/or collect information on CIKR assets – Days 1-5
- **Analysts** who will use and/or analyze collected CIKR information with current threats and/or operational requirements – Days 1-5

Prerequisites:

Prior to attending this service, attendees must meet the following requirements:

1. All States or Urban Areas represented in attendance at the TA delivery must have an identified State or Urban Area *PCII Coordinator* and subsequently initiated the *PCII Accreditation Process.* Additional information on the *PCII Accreditation Process* is available by contacting pcii-info@dhs.gov.

2. All attendees must pre-register for the course in order to have an account set up for the TA service. Instructions for pre-registration will be provided in the TA service confirmation letter. **All service attendees must be identified and their names submitted with the *TA Request Form*. Additionally, all service attendees must complete the pre-registration two weeks prior to delivery of the TA service.**

3. Each attendee must complete the PCII computer-based training and print a certificate of completion and a Non-disclosure Agreement (NDA). All certificates and signed NDAs must be forwarded to the point of contact identified in the TA service confirmation letter.

4. All attendees must complete the NIPP web-based course: IS-860, which is available at http://www.training.fema.gov/emiweb/IS/is860.asp.

5. States and/or Urban Areas requesting this service must provide a host facility for 5 days. **The facility must meet all information technology (IT) and equipment requirements, including a computer lab with 35 workstations and internet access.**

6. States and/or Urban Areas requesting this service must identify five potential CIKR sites available to support an on-site assessment and walk-through. The assessment sites should be in close proximity to the host facility, must have a room available to accommodate the participants and instructors for an asset briefing, and the asset manager(s), engineer(s), and other security personnel, as appropriate, should be available for the full assessment exercise and walk-through.

Eligible Jurisdictions:

States and Urban Areas are eligible to request this service for **up to 20 participants**, in accordance with the prerequisites listed above. All service attendees should serve in a CIKR protection role of one or more of the previously described target audience descriptions. Jurisdictions requesting and/or receiving the TA service should include participation from multidisciplinary and multi-jurisdictional agencies, including, but not limited to, law enforcement agencies and fire departments. Additionally, States and/or Urban Areas requesting the TA service are encouraged to coordinate participation with their respective State or Urban Area counterparts.

National Preparedness Guidelines Mapping:

Mission Areas: Prevention, Protection, Response

National Priorities: Strengthen Information Sharing and Collaboration Capabilities; Expanded Regional Collaboration; Implement the NIPP; Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Detection, Response and Decontamination Capabilities

Capabilities: Information Gathering and Recognition of Indicators and Warnings; Intelligence/Information Sharing and Dissemination; Critical Infrastructure Protection

Note: **Due to the limited availability of this TA service, requests will be scheduled on a first come basis. Each State requesting this service will be limited to a maximum of 2 requests per year. All TA requests will be reviewed to ensure all prerequisite requirements have been completed. All services will be scheduled based upon availability of DHS TA service providers and in accordance with DHS priorities.**

MARITIME ASSESSMENT AND STRATEGY TOOLKIT (MAST)

The program provides a National Preparedness Directorate (NPD) Technical Assistance Team to support the agency with a risk-based needs assessment. The purpose of the *Maritime Assessment and Strategy Toolkit (MAST)* Technical Assistance (TA) Program Risk Assessment delivery is to enable agencies to:

- Prioritize needs in terms of security countermeasures, emergency response capability enhancements, and recovery capability enhancements based on terrorist threats and risk;

- Develop a road map for future port agency funding allocations for terrorist attack risk reduction; and

- Prepare for future Federal funding requirements.

Target Audience:
This TA is intended for Port officials and their allied agencies involved in Homeland Security and Emergency Management.

Levels of Assistance:
The MAST program provides Ports the opportunity to assess the relative risk of different possible attack scenarios on specific jurisdictional assets and determine risk reduction potential for proposed security countermeasures and response solutions. In addition, the program will provide initial cost estimates for these proposed solutions and enable decision making through "Return on Investment" (ROI) analysis.

The technical assistance delivery involves the application of a risk-based needs assessment methodology, the MAST. The MAST Tool Kit is comprised of seven components:

1. Criticality Assessment

2. Threat Assessment

3. Vulnerability Assessment

4. Response Capabilities Assessment

5. Impact Assessment

6. Risk Assessment

7. Needs/Cost-Benefit Assessment

As part of the assessment process, the NPD Technical Assistance Team works in conjunction with the U.S. Coast Guard to use existing Maritime Security Risk Assessment Model (MSRAM) data to help populate the Criticality Assessment portion of the methodology.

The program provides an NPD Technical Assistance Team to support the agency with the assessment; leverage existing threat/vulnerability assessments to the extent

possible; provide on-site technical experts in risk assessment and emergency response; and apply the methodology and Tool Kit for the agency in conjunction with the local representatives.

Agencies participating in the MAST TA program receive numerous deliverables over the life of the process. Assessment Workbooks will cover the Criticality, Threat, Vulnerability, Response Capabilities, and Impact Assessments. As interim work products, these workbooks contain discussion on the overall assessment methodology, as well as specific results from that individual phase of the assessment. These workbooks will serve as a guide to the agency for future applications of the NPD Tool Kit. The Final Project Report will contain the final results from each phase of the assessment and specific discussion on the solutions run through the Needs/Cost-Benefit Assessment. This comprehensive report also includes two supporting volumes containing a discussion of the MAST methodology and a compilation of all detailed results and worksheets.

National Preparedness Guidelines Mapping:

Mission Area: Protection, Response

National Priorities: Implement NIMS and NRF; Implement the NIPP; Strengthen CBRNE Detection; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Strengthen Emergency Operations Planning and Citizen Protection Capabilities

Capabilities: Planning; Onsite Incident Management; CBRNE Detection; Critical Infrastructure Protection; Critical Resource Logistics and Distribution; Citizen Evacuation and Shelter-In-Place

TRANSIT RISK ASSESSMENT MODULE (TRAM) TECHNICAL ASSISTANCE PROGRAM

The program provides a National Preparedness Directorate (NPD) Technical Assistance Team to support the agency with a risk-based needs assessment. The purpose of the *Transit Risk Assessment Module (TRAM)* Technical Assistance (TA) Program Risk Assessment delivery is to enable agencies to:

- Prioritize needs in terms of security countermeasures, emergency response capability enhancements, and recovery capability enhancements based on terrorist threats and risk;

- Develop a road map for future mass transit agency funding allocations for terrorist attack risk reduction; and

- Prepare for future Federal funding requirements.

Target Audience:
This TA is intended for Mass Transit officials and their allied agencies involved in Homeland Security and Emergency Management.

Levels of Assistance:
The TRAM program provides Mass Transit systems the opportunity to assess the relative risk of different possible attack scenarios on specific jurisdictional assets and determine risk reduction potential for proposed security, response, and recovery solutions. In addition, the program will provide initial cost estimates for these proposed solutions and enable decision making through "Return on Investment" (ROI) analysis.

The TA delivery involves the application of a risk-based needs assessment methodology, the TRAM. The TRAM Tool Kit is comprised of seven components:

1. Criticality Assessment

2. Threat Assessment

3. Vulnerability Assessment

4. Response & Recovery Capabilities Assessment

5. Impact Assessment

6. Risk Assessment

7. Needs/Cost-Benefit Assessment

The program provides an NPD Technical Assistance Team to support the agency with the assessment; leverage existing threat/vulnerability assessments to the extent possible; provide on-site technical experts in risk assessment and emergency response; and apply the methodology and Tool Kit for the agency in conjunction with the local representatives.

Agencies participating in the TRAM TA program receive numerous deliverables over the life of the process. Assessment Workbooks will cover the Criticality, Threat, Vulnerability, Response and Recovery Capabilities, and Impact Assessments. As interim work products, these workbooks contain discussion on the overall assessment methodology, as well as specific results from that individual phase of the assessment. These workbooks will serve as a guide to the agency for future applications of the NPD Tool Kit. The Final Project Report will contain the final results from each phase of the assessment and specific discussion on the solutions run through the Needs/Cost-Benefit Assessment. This comprehensive report also includes two supporting volumes containing a discussion of the TRAM methodology and a compilation of all detailed results and worksheets.

National Preparedness Guidelines Mapping:

Mission Area: Protection, Response

National Priorities: Implement NIMS and NRF, Implement the NIPP; Strengthen CBRNE Detection; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Strengthen Emergency Operations Planning and Citizen Protection Capabilities

Capabilities: Planning; CBRNE Detection; Critical Infrastructure Protection; Onsite Incident Management; Critical Resource Logistics and Distribution; Citizen Evacuation and Shelter-In-Place

IMPROVISED EXPLOSIVE DEVICE (IED) TECHNICAL ASSISTANCE

The National Preparedness Directorate (NPD), through a partnership with the DHS Office of Infrastructure Protection (IP), Risk Management Division's Office for Bombing Prevention, has developed a new service focused on increasing jurisdictional Improvised Explosive Device (IED) prevention capabilities. This service, the *IED Awareness Technical Assistance Workshop*, seeks to bring together a multidisciplinary group of planners and homeland security personnel in order to:

- Illustrate the effects of IEDs;

- Promote understanding of IED components;

- Discuss policy, equipment, training, technology, and protective/counter measures;

- Discuss roles, responsibilities, and needs of law enforcement, public safety officials, and emergency responders with respect to bombing prevention; and

- Initiate the concept of multijurisdictional planning for bombing prevention.

The *IED Awareness Technical Assistance Workshop* enhances and reinforces participants' knowledge, skills, and abilities in relation to the basic awareness of IED prevention measures and associated planning. The workshop incorporates a scenario driven, facilitated discussion to ensure that a strategic framework for enhancing IED prevention efforts is collaboratively developed. Finally, this strategic planning effort lays the foundation for a follow-on service that will formalize the strategic planning effort through the development of an IED-related, multi-jurisdictional annex to existing Homeland Security Strategic Plans.

Target Audience:
Multidisciplinary group of planners and homeland security personnel

Levels of Assistance:
The *IED Awareness Technical Assistance Workshop* consists of six modules:

Module 1: Introduction to IED Awareness Workshop
This module introduces participants to the workshop topics and provides background on relevant DHS policy. Instructors use this time to achieve an environment conducive to active participant involvement and information sharing.

Module 2: Current Trends and Threats
This module provides a broad overview of the history of IED use, IED trends, and common motives behind IED attacks.

Module 3: IED Components and Effects
This module assists the participant in identifying IED types, components, and materials. An overview of common explosive effects is also provided.

Module 4: Prevention Considerations
This module reinforces IED prevention activities/tasks associated with the Prevent mission area as defined by the *National Preparedness Guidelines (Guidelines)*.

Module 5: Prevention Discussion - Multiple IED Incident Campaign Scenarios
This module presents an unfolding terrorist campaign scenario affecting the locality, providing the opportunity for facilitated audience discussion regarding IED prevention. This multidisciplinary discussion results in the collaborative development of a strategic framework for how the jurisdiction must work to increase their respective prevention posture.

Module 6: Wrap-up of IED Awareness Workshop Events
This module is a wrap-up and overview of the workshop. A summary is provided, as well as an explanation of the relationship between this workshop and the follow-on multi-jurisdictional bombing prevention plan development.

National Preparedness Guidelines Mapping:

Mission Areas: Prevention, Protection

National Priorities: Implement the NIPP, Strengthen CBRNE Detection, Response, and Decontamination Capabilities; Expanding Regional Collaboration

Capabilities: Planning, CBRNE Detection; Critical Infrastructure Protection

INTEROPERABLE COMMUNICATIONS TECHNICAL ASSISTANCE PROGRAM (ICTAP)

The *Interoperable Communications Technical Assistance Program (ICTAP)* enhances interoperable communications between Federal, State, and local emergency responders and public safety officials, and is associated with the Urban Areas Security Initiative (UASI) Grant Program. In support of the Strengthen Interoperable and Operable Communications Capabilities National Priority presented in the *National Preparedness Guidelines (Guidelines)*, ICTAP works with the Urban Area Working Group (UAWG) to assess the current communications infrastructure for gaps and to determine the technical requirements that can be used to design an interoperable communications system. This technical assistance (TA) delivery promotes "robust and adaptive" collaboration among different levels of government, multiple jurisdictions, and among departments and agencies within a single jurisdiction.

Target Audience:
These workshops are intended for UAWGs and their communications designees and agencies participating in the UASI Program. The UAWG may also want to include Federal and/or State representatives from the region that are involved in interoperable communications.

Levels of Assistance:
ICTAP provides ongoing on-site support using a systems engineering approach throughout the duration of the UASI program.

National Preparedness Guidelines Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen Interoperable and Operable Communications Capabilities

Capabilities: Interoperable Communications; Planning; Information Sharing and Collaboration

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DOMESTIC PREPAREDNESS EQUIPMENT TECHNICAL ASSISTANCE PROGRAM (DPETAP)

The *Domestic Preparedness Equipment Technical Assistance Program (DPETAP)* helps emergency responders nationwide better choose, operate, and maintain their chemical, biological, radiological, nuclear, and explosive (CBRNE) detection and response equipment. Technical assistance (TA) services are provided by DPETAP Mobile TA teams at no cost to the jurisdiction. These teams provide detailed technical information and hands-on equipment operation and maintenance training to enhance the operational readiness of the jurisdiction. DPETAP currently offers 46 courses that range from 1 hour to 16 hours in length and includes 4 courses in CBRNE Detection Technologies, 30 courses in Detection Equipment Operation and Maintenance (O&M) Courses, 2 courses in Weapons of Mass Destruction (WMD) Mass Casualty Personnel Decontamination Training, 2 courses in WMD Personal Protective Equipment (PPE) Field Training, 1 course in Hospital Mass Casualty Patient Decontamination, and 7 Tabletop Practical Exercises.

Target Audience:
Members of all emergency response communities, including Hazardous Materials (HazMat), Fire, Law Enforcement, Emergency Management, Emergency Medical Services, and Environmental Health.

Levels of Assistance:
DPETAP currently offers more than 46 courses and exercises that range from 1 hour to 16 hours in length. A certificate is issued for each course completed. The training includes operation, maintenance, calibration, and equipment decontamination training, as required. The onsite workshops length is dependent on the courses requested. The scheduling is also based on the jurisdictional needs. Minimum student numbers are required.

CBRNE Detection Technologies
Four courses are currently being offered under CBRNE Detection Technologies. Three of the four courses are detection technologies courses that train "apprentice through journeyman" from beginners having no prior knowledge of CBRNE-related technologies to the veteran responders in need of refresher training. These courses are, in most cases, pre-requisites to ensure student understanding of all aspects of the detection equipment or procedure being taught. Each of these courses can be requested to supplement any of the chosen programs; however, WMD-01, WMD Detection Technologies, is a pre-requisite for all TA visits that include detection equipment or Mass Casualty Decontamination classes.

Requests for Personal Protective Equipment training must include WMD-00, Introduction to WMD-Related Hazardous Materials – Substances and Symptoms. Specifically, the courses include:

▪ Introduction to WMD-related Hazardous Material—Substances and Symptoms: A basic course that provides a foundation for those unfamiliar with the "WMD Delta" of hazardous materials

▪ Intermediate and Advanced courses: Primarily cover WMD detection technologies; the types of equipment that employ these technologies; the capabilities and limitations of these technologies; and the CBRNE material that can be detected

▪ Radiation Detection Survey Techniques course: Provides extensive hands-on practical experience in laying out grids, conducting surveys, and data logging

Operation and Maintenance (O&M) Courses

The 30 hands-on courses range from one to four hours in length. These courses provide in-depth instruction on the theory of operation for the various pieces of equipment to allow a higher level of evaluation in using this equipment in an actual event. The courses cover the capabilities, limitations, pre-operation, operation, preventive and corrective maintenance of CBRNE detection equipment. If applicable, the courses cover programming options for equipment as well.

These courses provide an opportunity for the student to understand how the equipment functions and some of the means by which it can be deployed. The courses include follow-on resources to reinforce how this equipment will be used for incidents of weapons of mass destruction or in the day-to-day routine of the first responder.

Response Equipment Courses

The five, one- to two-day, exercise-based courses cover the practical use of personal protective equipment, mass casualty personnel decontamination, and hospital mass casualty patient decontamination to include safety, principles, criteria, equipment, and considerations. All of these courses (with the exception of the one-day personal protective equipment course) conclude with a scenario-based exercise to allow the students and jurisdictions to identify areas requiring further attention and consideration.

Hospital Mass Casualty Patient Decontamination

This 8-hour Technical Assistance Visit presents a study of the principles and procedures for mass casualty patient decontamination and the associated equipment in a hospital environment. Training involves a high-energy drill exercise and practical application to reinforce the objectives. Students undergo a rigorous analysis of many issues including hospital decontamination for WMD threats to the use of personal protective equipment. Finally, students perform decontamination in a contaminated [simulated] environment.

Tabletop Practical Exercises

There are currently eight exercise scenarios available through DPETAP. These 45-minute tabletop exercises cover a variety of potential CBRNE event scenarios that require teams to evaluate the conditions, identify effective technologies detection equipment to be used in each situation, describe how they would use the equipment, and present their findings to the entire class. These scenarios are presented to check

for student understanding of the previously presented materials and to allow the student to demonstrate the proper use of the technologies presented. A "hot wash" and group discussions follow student team presentations. These discussions allow the jurisdictions to become more fully aware of the areas that require improvement within their local organizations.

National Preparedness Guidelines Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen CBRNE Detection, Response, and Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Planning, WMD Hazardous Incident Response and Decontamination; Explosive Device Response Operations; Emergency Public Safety and Security Response; Fire Incident Response Support; Isolation and Quarantine; Mass Prophylaxis

BASIC EMERGENCY OPERATIONS PLANNING (EOP)

State and local jurisdictions have been requested to increase their emergency preparedness efforts by developing a new or improved Emergency Operations Plan (EOP). EOPs provide a framework for response to the multiple hazards that cities, counties, and States may face. While States generally have the resources to update and maintain their EOPs, most local jurisdictions do not. Many local communities only have part-time managers with small budgets to maintain emergency management plans. This technical assistance (TA) service aids State and local jurisdictions in preparing, reviewing, or developing EOPs that are compliant with the *National Incident Management System (NIMS)* and integrate the *National Response Framework (NRF)*.

Target Audience:
This TA is intended for Homeland Security and Emergency Management officials and allied agencies.

Levels of Assistance:
Level One: Information Resources
Emergency Operations Planning Reference CD

Level Two: Models, Templates, and Samples
Emergency Operations Plan Template with Guidance

Level Three: On-site Workshops
EOP Planning Workshops

State and local officials receive customized guidance, support, and information to aid in the development of their plans. The workshops may include programs and activities that encourage team building or include topics that provide enhancements to their existing knowledge. The workshops take three to six months to complete, depending on the status of current local planning efforts and needs. Depending on the needs of the jurisdiction, onsite delivery consists of two to three planning workshops, approximately one day each in duration. These workshops combine instruction, facilitation, and plan development. If desired, a plan validation workshop may be requested to support validation of the draft plan. A single workshop, approximately one day in duration, is also available to support the revision of an existing EOP.

National Preparedness Guidelines Mapping:

Mission Areas: Protection, Response

National Priorities: Implement NIMS and NRF; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration; Strengthen Interoperable and Operable Communications Capabilities; Strengthen CBRNE Detection, Response, Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Planning; Food and Agriculture Safety and Defense; Onsite Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Citizen Evacuation and Shelter-In-Place; Isolation and Quarantine; Emergency Public Information and Warning; Medical Surge; Mass Prophylaxis; Mass Care; Fatality Management

CONTINUITY OF OPERATIONS PLANNING (COOP)

This technical assistance (TA) program provides assistance to State and local jurisdictions in developing or updating their Continuity of Operations Plan (COOP). This program improves existing COOP plans or develops new COOP plans for jurisdictions and agencies. Comprehensive COOP planning enhances a jurisdiction's or agency's ability to continue essential functions without interruption. This planning also helps ensure that key leadership is in place with the appropriate authority to manage emergency operations. This also ensures that the needs of the public can still be met and that the government can respond appropriately to disasters and emergency situations.

Target Audience:
This TA is intended for executive/senior leadership and key personnel from critical government departments and/or agencies; IT personnel; Emergency Management; and other agencies as appropriate. Eligibility is established through the State Administrative Agency (SAA).

Levels of Assistance:
Level One: Information Resources
COOP Reference CD

Level Two: Models, Templates, and Samples
Sample COOP Template
COOP Planning Worksheets
COOP Request for Proposal (RFP) Checklist

Level Three: On-site Workshops
Each of the following modules covers specific COOP topics and is designed to be done in sequence. The workshops can be customized to the unique planning needs of the jurisdiction.

Module 1: Executive Overview
The Executive Overview is a two-hour event that engages executive political and agency leadership as the "champions" of the COOP program design and planning process. Customarily, the Executive Overview is conducted at least four weeks prior to workshop delivery.

Module 2: COOP Pre-Workshop Design Process
After the Executive Overview has been conducted and the workshop participants have been identified, it is important to ascertain the maturation level of COOP planning for each county/jurisdiction. Participants are given a COOP Assessment Tool that will be used to aid the facilitators in the development and/or customization of the COOP Workshop.

Module 3: COOP/COG Planning Workshop and Plan Development
At the onset of the two-day workshop, participants engage in a discussion that serves to delineate the differences, as well as the collaborative relationship, between emergency management planning and COOP planning, the evolution of COOP, the business benefits of COOP, the objectives of COOP, the planning assumptions associated with COOP, and some real world examples that elucidate the importance of COOP planning.

Then, the key process components of COOP planning are presented to ensure a thorough understanding of principles and concepts that drive the COOP program design and plan development. Key processes addressed within the framework of the workshop include the following:

- Continuity of Government (COG)

Orders of Succession

Delegation of Authority

Devolution

- Business Impact Analysis

Defining Essential Functions, Staffing Levels, and Employees

Risk Assessment

Vulnerability Assessment

Cost of Failure

- Human Capital Management
- Vital Records
- Alternate Facilities
- Interoperable Communications
- Resumption
- Testing, Training, and Exercising (TT&E)
- Plan Maintenance

Module 4: Post-Workshop One-on-One Sessions
At the conclusion of the instructional portion of the workshop, participants are given the opportunity to sign up for one-on-one assistance. At this time, COOP strategies can be discussed, plans can be reviewed, questions can be answered, and concerns can be addressed.

National Preparedness Guidelines Mapping:

Mission Areas: Protection, Response, Recovery

National Priorities: Implement NIMS and NRF; Expand Regional Collaboration; Implement the Interim NIPP; Strengthen Information Sharing and Collaboration; Strengthen Interoperable and Operable Communications; Strengthen CBRNE Detection, Response, Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities; Strengthen Planning and Citizen Protection Capabilities

Capabilities: Planning; Communications; Risk Management; Critical Infrastructure Protection; Onsite Incident Management; Restoration of Lifelines; Economic & Community Recovery

EMERGENCY OPERATIONS CENTER (EOC) DESIGN AND MANAGEMENT

This technical assistance (TA) service aids State and local jurisdictions in activities related to planning, building, and equipping an Emergency Operations Center (EOC). This TA also covers assessing and implementing core capabilities and technologies, developing procedures, and developing work plans that ensure EOC readiness through regular equipment maintenance and document reviews.

Target Audience:
This TA is intended for State, regional, and local emergency management agencies with an EOC or a desire to have an EOC.

Levels of Assistance:
Level One: Information Resources
EOC Site Criteria Guidance
Annotated Bibliography of EOC Information Resources
NIMS Compliance Issues in Developing EOC Standard Operating Procedures (SOPs)

Level Two: Models, Templates, and Samples
EOC Sample Floor Plans
EOC Assessment Checklist
Templates for EOC Standard Operating Procedures
EOC Best Practices Template and Automated Work Plan Tool
Process Template for Implementing EOC Technologies

Level Three: On-site Workshops
Each of the following workshops covers a specific topic and is designed to be one to two days in length. The workshops can be customized to the unique planning needs of the jurisdiction. Some workshops may not apply.

Basic EOC Training
This training focuses on developing a greater level of proficiency in emergency response and recovery operations for potential EOC personnel who are new to their responsibilities. The training addresses basic operational principles; the role of the EOC in multi-jurisdictional, multi-agency environments; and provides an orientation on the Incident Command System (ICS).

Interoperability Training
Interoperability training is an extension of the basic EOC TA. It focuses on inter-jurisdictional coordination issues and how to overcome them using common automation systems, standardized briefings, and reporting mechanisms. Participants emerge with a list of coordination and interoperability issues and a draft action plan to address them.

SOP Development and Integration
This TA includes assistance to jurisdictions that have general emergency operations plans but have not yet developed written procedures to implement them. On-site support consists of up to three on-site meetings with emergency management officials and planners. The number of SOPs developed varies, but an average number is between 15 and 25.

Adapting SOPs to Local Operations
This TA involves assistance to jurisdictions that have existing EOC SOPs that need to be updated to meet local needs based on changes to operations, facilities, or equipment. The duration of this TA varies depending on the level and type of support requested. Generally, no more than two on-site visits are required.

Tabletop Development and Facilitation
This one-day tabletop exercise improves internal communication and coordination and clarifies roles within the EOC command and control structure.

EOC Development Training
This training addresses quality assurance/quality control of construction, systemization, and initial operating capability testing of the EOC. Training is targeted at senior emergency management officials who wish to apply a more objective systems approach to emergency operations.

EOC Design Requirements Analysis
This on-site requirement analysis ensures that newly built or renovated EOCs are appropriate for the challenges they can be expected to meet.

Evaluation of "As-Built" EOC Facility, Infrastructure, and Operation
This TA provides concrete recommendations to improve existing or planned EOCs. This TA applies to jurisdictions that have applied or plan to apply for funding to renovate their EOCs. The on-site data collection effort takes place over two or three days.

National Preparedness Guidelines Mapping:

Mission Area: Response

National Priorities: Implement NIMS and NRF; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communications Capabilities; Strengthen CBRNE Detection, Response, Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Planning; Communications; Risk Management; Emergency Operations Center Management; Emergency Public Information and Warning

EVACUATION PLANNING (EP)

This technical assistance (TA) program assists State and local jurisdictions in preparing and planning for evacuation support in the event of emergencies, terrorism-related events, and WMD attacks in particular. In support of the *National Preparedness Guidelines (Guidelines)*, this TA program assists jurisdictions in developing and conducting limited validation of basic evacuation plans for fixed sites or geographic locations.

Target Audience:
This TA is intended for any Federal, State, and local agency seeking evacuation planning (EP) support and assistance.

Levels of Assistance:
Level One: Information Resources
Public Outreach and Education Resources to Support Evacuation

Level Two: Models, Templates, and Samples
Evacuation Plan Template and Guidance
Evacuation Plan Checklist

Level Three: On-site Workshops
The Level Three support provided under this TA program includes technical analysis and plan development support associated with evacuation efforts. This program can be tailored to meet the needs of individual jurisdictions.

Evacuation Time Estimates (ETE) or Other Traffic Analyses
ETEs are measures of effectiveness (MOE) that estimate the usefulness of an evacuation plan. Traffic modeling and software applications provide an estimate of different MOEs during hypothetical incident scenarios. They provide a detailed, quantitative analysis of an area evacuation, and they also give response personnel the criteria on which to base protective action recommendations.

Delivery methods include on-site review of evacuation or traffic management plans, data gathering for the existing road network, and confirmation of assumptions to support modeling or analysis. Modeling is done off-site at TA providers' offices, and results are presented at an on-site meeting. The length of the delivery varies from three to six months based on data availability and the size of the network.

Development of General Evacuation Plans
General evacuation plans for a building (e.g., industrial, commercial, residential), an isolated area, a city, and a region provide guidelines and direction for orderly and coordinated evacuation of a jurisdiction's population under emergency conditions.

This TA delivery includes a review of existing plans and procedures. The TA provider develops several, if not all, of the subsections necessary in an evacuation plan (e.g.,

purpose and scope, situation and assumptions, concept of operations, organization and responsibilities, direction and control, incident-specific appendices, and supplementary appendices). The TA provider ensures the plan is consistent with the *National Incident Management System (NIMS)* and *National Response Framework (NRF)* standards and guidelines. This service is provided on-site, and varies from four to six months in length based on the jurisdiction's current preparedness status, needs, and requirements.

Specific Evacuation Plans for Special Needs Populations or Special Events
These plans are important for reducing the risk of loss of life when evacuating elderly and disabled persons, schoolchildren, prison populations, and participants in any large, planned activity.

The delivery method includes a review of any existing plans and procedures for such an evacuation. This TA involves developing several or all of the subsections necessary for specific evacuation (e.g., needs and requirements, location of special needs populations and events, customized instructions for each category of population, and supervision of special needs population during evacuation). This TA involves ensuring that the plan is consistent with NIMS and NRF standards and guidelines. This service is provided on-site, and varies from four to six months in length based on the jurisdiction's current preparedness status, needs, and requirements.

Training on Evacuation Plan Development
Training for a successful implementation of an evacuation plan raises awareness and provide a generic overview of the concepts in the plan. Training on the evacuation plan development identifies essential elements of a plan and defines the plan's development process.

The delivery method includes a review of current preparedness status of response officials to develop an evacuation plan. The TA provider provides on-site training to develop an evacuation plan. Some of the components of the training are threat and hazard assessment, conditions requiring evacuation, control strategies, roles and responsibilities of response personnel, alert, notification, warning and communication procedures, coordination among response personnel and agencies, and NIMS/NRF compliance of a plan. This TA assists Emergency Management agencies with operations centers that integrate with jurisdictional EOCs (e.g., traffic management centers or transit authorities).

National Preparedness Guidelines Mapping:

Mission Area: Response

National Priorities: Implement NIMS and NRF; Expand Regional Collaboration; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Planning; Critical Resource Logistics and Distribution; Citizen Evacuation and Shelter-In-Place; Emergency Public Information and Warning; Mass Prophylaxis; Mass Care

INCIDENT ANALYSIS PLANNING (IAP)

This technical assistance (TA) program enhances incident analysis and planning at the Federal, State, and local levels. It provides insights and tools for personnel performing incident analysis and planning with an emphasis on the analysis function in the Emergency Operations Center (EOC). By providing structure for the actual performance of incident analysis, the need for improvisation is reduced and the development of the Incident Action Plan and other recommendations to executive leadership may be produced in a more timely and efficient manner. Using intelligence fusion methodology, information from diverse sources is incorporated and analyzed for recommended actions and longer term planning considerations.

Target Audience:
Emergency management personnel serving in the planning function; Emergency Management Agencies; other agencies as appropriate with a particular emphasis on governmental agencies with cooperating roles in Emergency Management.

Levels of Assistance:
Level One: Information Resources
TA at Level One provides:

- Overview of the Incident Analysis and Planning (IAP) TA Program for consideration by interested jurisdictions

- Listing of existing relevant resources and Web sites

Level Two: Templates, Samples, Model
TA at Level Two provides:

- Instructional document on methods of gathering information from a variety of sources and analyzing this information to increase a jurisdictions situational awareness, to enhance planning capabilities and response operations.

- Templates of position descriptions for personnel involved in situational analysis

- Templates of situational analysis job aids for EOC operations

Level Three: On-site Workshops
A one-day seminar is being piloted to provide training on incident analysis concepts, including scenario based training to enhance capabilities.

National Preparedness Guidelines Mapping:

Mission Areas: Response, Recovery

National Priorities: Implement NIMS and NRF; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Strengthen CBRNE Detection, Response and Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: On-Site Incident Management; Emergency Operations Center Management; Critical Resource Logistics and Distribution

9-1-1 COMMUNICATIONS CENTER TECHNICAL ASSISTANCE (CCTA)

These technical assistance (TA) resources are provided to assist 9-1-1 Communication Dispatch Center managers enhance their capability to respond to major events. The project includes several case studies, best practices, dispatched resources, recommendations for planning, continuity of operations and reconstitution issues and ways to involve dispatchers in emergency exercises.

Target Audience:
9-1-1 Center Supervisors and Personnel, Emergency Mangers, Public Information Officers (PIOs).

Levels of Assistance:
Level One: Information Resources
TA at Level One provides:

- Reference materials

- Print publications

- Up-to-date Web or online resources

- Handbooks, resource guides, manuals, catalogs, etc.

- Checklists for explosive incidents, bomb threats and potential CBRNE incidents

Level Two: Templates, Samples, Model
TA at Level Two provides:

- NIMS compliance checklist for communications supervisors

- Recommendations to involve dispatchers in exercises to enhance skills for major incidents

- Recommendations for improving 9-1-1 centers capability to support the incident's logistical requirements prior to the establishment of the Emergency Operations Center Logistics Unit, including updated and expanded resource lists

- Providing information on the development and implementation of Incident Dispatcher Teams to support the Incident Commander at the scene with communications and administrative issues

- Recommendations for 9-1-1 centers working with Joint Information Centers on rumor control issues and deflecting call volume from 9-1-1 lines

- Information on interoperable communications initiatives and voice over Internet protocol issues related to 9-1-1

- Recommended actions to enhance major incident capabilities, including determination of multiple/redundant specialized response assets such as bomb squads, etc.

- CONOPS recommendations to handle system failures or facility closures and determining what processes must be continued

- Recommended reconstitution capabilities

- Provide recommendations on prevention and deterrence issues for dispatchers

- Self assessment document for communications centers

- Recommendations on communications planning issues

- Lessons learned from prior major events

- Case studies – Incident Dispatch Teams, sharing dispatchers regionally

- Training recommendations for improving response to major events

- Case study – creative uses for Reverse 9-1-1, Dialogic or Code Red systems

- Case study – options to gather unlisted, unpublished numbers for inclusion in notification systems

Level Three: On-site Workshops
Level Three TA is not currently available.

National Preparedness Guidelines Mapping:

Mission Areas: Protection, Response, Recovery

National Priorities: Implement NIMS and NRF, Strengthen Information Sharing and Collaboration Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: On-Site Incident Management; Emergency Operations Center Management; Critical Resource Logistics and Distribution; Medical Surge

LOGISTICS AND RESOURCE MANAGEMENT (LRM)

This technical assistance (TA) service assists in the development and enhancement of catastrophic logistic planning capabilities at the State and local levels. *Logistics and Resource Management (LRM)* TA identifies all-hazards response and recovery strategies for catastrophic incidents. It also describes protocols for participating jurisdictions and provides guidance on how response resources owned by public and private organizations should be managed during a disaster. Objectives of this TA include:

- Clearly assigning Coordinating and Cooperating roles

- Specifically setting forth planning criteria for life sustaining commodities

- Pre-identifying, and planning for, the staffing and equipment support of potential Logistics Staging Areas for the receipt of Federal or other aid

- Pre-identifying, and planning for, the staffing and equipment support of potential Distribution Sites for the distribution of life sustaining material to the populace

- Incorporating pre-planning for Memorandums of Understanding and Memorandums of Agreement and Mutual Aid agreements to sustain all of the above
- Incorporating procedures to exercise, test, evaluate and improve jurisdictional Catastrophic Logistics Plans.

Target Audience:
Emergency Management personnel; Emergency Management agencies; State and local personnel and agencies assigned logistics support and resource management; Volunteer and non profit agencies traditionally associated with emergency commodity distribution; Volunteer Organizations Active in Disasters (VOAD); other agencies as appropriate.

Levels of Assistance:
Level One: Information Resources
TA at Level One provides:

- Overview of the LRM TA Program for jurisdictions to review.

- Facilitation of Web site access to documents for catastrophic logistics planning capabilities Including existing relevant resources and Web sites.

Level Two: Templates, Samples, Model
TA at Level Two provides:

- *Catastrophic Logistics Planning Self-Assessment Tool.* This guide enables jurisdictions to identify and quantify its available resources, identify Coordinating and Cooperating agencies, identify planning gaps and enhance catastrophic logistics planning capabilities.

- ▪ *Distribution Point (DP) Diagrams*. These diagram templates provide a schematic of the square footage area and traffic control measures needed for distribution of emergency relief supplies. This also contains a list of equipment and staff requirements scaled to various sized DPs (10K, 20K 50K persons daily.)

- ▪ *Sample Job Descriptions/Action Sheets*. These provide sample documents to be used to select and assign positions prior to an incident or to use for "Just in Time Training" for Volunteers.

- ▪ *Draft Jurisdictional Catastrophic Logistics Annex.* This serves as a "fill in the blank" template so a jurisdiction can begin basic planning for Resource Management and Catastrophic Logistics.

Level Three: On-site Workshops
Catastrophic Logistics and Resource Management Planning Workshop. This level conducts onsite workshops for assessment and planning support for the development and/or revision of catastrophic logistics plans and resource management annexes or appendices. Level 3 On-Site Workshop and Training—one or two days specific to the needs of the agency/jurisdiction(s) requesting assistance.

National Preparedness Guidelines Mapping:

> **Mission Areas:** Response, Recovery
>
> **National Priorities:** Implement NIMS and NRF; Expanded Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities
>
> **Capabilities:** Critical Resource Logistic and Distribution Management; Volunteer and Donations Management; Mass Care; Restorations of Lifelines

PUBLIC INFORMATION PLANNING (PIP)

This technical assistance (TA) service assists in the development or enhancement of emergency public information plans and helps integrate public information capabilities at the Federal, State, regional, and local levels. TA providers can assist in the development of Emergency Public Information plans as well as train Public Information Officers (PIOs) on the plan and on the management and operation of a Joint Information Center (JIC).

Target Audience:
PIOs; Emergency Management Agencies; other agencies operating in the Joint Information System (JIS) and JIC.

Levels of Assistance:
Level One: Information Resources
TA at Level One provides:

- U.S. DHS Incident Communications Emergency Reference

- Incident Communications Emergency Reference – forms for use during an incident

- U.S. Health and Human Services Reference Guide

- DHS First 48 hours checklist

Level Two: Templates, Samples, Model
TA at Level Two provides:

- Emergency Public Information Planning Guide

- Emergency Public Information Plan Template

- Proposed Joint Information Center Operating Guidelines

- Emergency Public Information Assessment

- Joint Information Center Proposed Equipment List

- Draft Prescripted Messages

Level Three: On-site Workshops
Subject matter experts are sent to the State or jurisdiction to conduct an Emergency Public Information assessment and assist with developing plans, JIC operating guidelines, JIC position checklists, training, and basic exercising for JIC staff.

National Preparedness Guidelines Mapping:

Mission Areas: Protect; Response, Recovery

National Priorities: Implement NIMS and NRF; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Strengthen CBRNE Detection, Response, Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Planning; Emergency Public Information and Warning; Economic and Community Recovery

REGIONAL PLANNING – REGIONALIZATION (REG)

This technical assistance (TA) program provides assistance to State and local jurisdictions in regionalization strategies. In support of regionalization, workshop emphasis is placed on creating a cross-geographic, multidisciplined, coordinated response to major incidents. This TA can serve as a launching pad for statewide coordination by strategically designing regions and by identifying governance, capability, and structure.

Target Audience:
This TA is intended for Homeland Security and Emergency Management officials and allied agencies.

Levels of Assistance:
Level Three: On-site Workshops
There are two modules available for on-site workshops. They can be delivered individually or together. The workshops are a combination of instruction, facilitation, and hands-on development. Each workshop is one to two days in length and customized to the unique planning needs of the jurisdiction.

Module 1: Regional Planning Strategy Development Workshop
This workshop provides expertise and guidance on regionalization. Strategies are identified by those agencies involved in the development of the regions and identifying those resources and capabilities within individual jurisdictions and across the State.

Module 2: Regional Governance Strategies and Considerations Workshops
This series of workshops provides State and local emergency managers with the guidance necessary to establish regional governance. These workshops address the issues surrounding hazard and vulnerability assessments, the State Homeland Security Assessment and Strategy, and funding streams that assist in the development of a regional strategy.

National Preparedness Guidelines Mapping:

Mission Area: Response

National Priorities: Implement NIMS and NRF; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communications Capabilities

Capabilities: Planning; Emergency Operations Center Management; Onsite Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Citizen Evacuation and Shelter-In-Place; Isolation and Quarantine; Emergency Public Information and Warning; Medical Surge; Mass Prophylaxis; Mass Care; Fatality Management

REGIONAL PLANNING – REGIONAL RESPONSE PLANNING (RRP)

This technical assistance (TA) assists State and local jurisdictions in the coordination of planning and response by region. In support of the *National Preparedness Guidelines (Guidelines)*, this program assists jurisdictions with facilitation and coordination in the development of a regional response plan. Generally, capabilities are established first and then regional plans are developed and revised for approval.

Target Audience:
This TA is intended for Homeland Security and Emergency Management officials and allied agencies.

Levels of Assistance:
Level One: Information Resources
Regional Response Planning Reference CD

Level Two: Models, Templates, and Samples
Regional Emergency Operations Planning Template

Level Three: On-site Workshops
There are two modules available for onsite workshops. They can be delivered individually or together. The workshops are a combination of instruction, facilitation, and hands-on development. Each workshop is one to two days in length and customized to the unique planning needs of the jurisdiction.

Module 1: Getting Started with Regional Response Planning Workshops
These planning workshops focus on definitions, mandates, Memorandum of Understanding/Memorandum of Agreement (MOU/MOAs), capability assessments, jurisdictional and regional issues, and the State Homeland Security Assessment Strategy. These workshops address the following elements:

- Learning Regional Planning Basics
- Assessing Capabilities and Identifying Available Resources
- Identifying the Elements Needed to Utilize Capabilities as a Region

Module 2: Development of Regional Emergency Operations Plan Workshops
This series of workshops facilitates the creation of a regional operations plan by bringing together local emergency managers, first responders, and the State to transform jurisdictional capabilities into a regional capability. This enables emergency officials to efficiently coordinate regional resources in an emergency. The workshops address the following elements:

- Developing a Concept of Operations
- Prioritizing the Development of Functional or Hazard-Specific Annexes
- Assessing the Operational Gaps

National Preparedness Guidelines Mapping:

Mission Area: Response

National Priorities: Implement NIMS and NRF, Implement the NIPP; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communications Capabilities; Strengthen Emergency Operations Planning and Citizen Protection Capabilities

Capabilities: Planning; Emergency Operations Center Management; Onsite Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Citizen Evacuation and Shelter-In-Place; Isolation and Quarantine; Emergency Public Information and Warning; Medical Surge; Mass Prophylaxis; Mass Care; Fatality Management

SPECIAL EVENTS PLANNING (SEP)

States, regions and localities must often conduct security planning for large-scale events occurring within their jurisdiction. This technical assistance (TA) program assists jurisdictions in developing security plans and training for special events, and is complementary to the special events planning guides prepared by FEMA and the U.S. Department of Justice (DOJ). The program is offered at various levels of assistance and complexity to address the wide variety of needs across the nation.

Target Audience:
Managers and security personnel for large venues; State and local emergency management officials, other agencies as appropriate

Levels of Assistance:
Level One: Information Resources
TA at Level One provides:

- Security Preparations for the 1996 Centennial Olympic Games

- DOJ CRA Managing Major Events Guide

- FEMA IS 15A Special Events Guide

- GAO Athens Olympic Security Event Report

- Provision of telephone and/or e-mail support for inquiries on program description and highlights for jurisdictions considering implementing this program

Level Two: Templates, Samples, Model
The Level Two support is a 300-page planning guide developed to present options in the planning of large-scale special events. As these events often occur only once in a career, the ability to capture the lessons learned is limited. The magnitude of the planning process can overwhelm the most capable planners and responders. This guide provides a practical approach to addressing these issues, and includes a discussion of the issues that need to be addressed. Since the magnitude of each event varies, the planning process can be adapted to fit the needs of the State or jurisdiction.

Level Three: On-site Workshops
These workshops are designed to:

- Provide direct onsite assistance and facilitation of initial planning meetings

- Review/revise templates

- Provide selected direct assistance throughout the planning process

National Preparedness Guidelines Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Strengthen CBRNE Detection, Response, Decontamination Capabilities; Strengthen Interoperable and Operable Communication Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Critical Infrastructure Protection; Onsite Incident Management; Citizen Evacuation and Shelter-In-Place; Isolation & Quarantine; Mass Care; Fire Incident Response Report

SPECIAL NEEDS PLANNING (SNP)

This technical assistance (TA) program provides recommendations and planning guidance to educate and prepare States and local communities about how to identify and provide for their special needs populations. *Special Needs Planning (SNP)* TA addresses evacuation assistance, emergency public warning, sheltering, health services, exercises and training. Each step of the planning process should actively involve persons with disabilities as well as emergency management, other affected agencies and nongovernmental organizations.

Target Audience:
Emergency Management, Social Services, Health Department, Housing and Community Development agencies, Nongovernmental Organizations, representatives of special needs communities.

Levels of Assistance:
Level One: Information Resources
TA at Level One provides:

- Reference materials

- Print publications

- Up-to-date Web or online resources

- Handbooks, resource guides, manuals, catalogs, etc.

Level Two: Templates, Samples, Model
TA at Level Two offers:

- Provide "best practice" and case studies on initiatives from national organizations, and other jurisdictions

- Offer definitions that assist in identifying the disabled/special needs populations for planning purposes, through the use of functional-based definitions

- Provide disability assessment and planning review guide for use by the State, locality or agency

- Provide information on disability issues for senior leaders

- Include planning recommendations for evacuation of disabled populations

- Develop special needs sheltering assessment and planning recommendations

- Provide recommendations on registry issues related to disabled populations

- Include recommendations for assisting special needs populations through community assistance programs

- Provide recommendations on use of community notification systems targeted to assist with needs of disabled citizens

- ▪ Provide disability planning resources for the disabled population to create their own preparedness plans, for distribution by State, local and private agencies

Level Three: On-site Workshops

This discussion-based workshop brings together the diverse participants to identify critical elements of the State or regional special needs capabilities. The focus is on what steps need to be taken and can be realistically achieved to enhance preparedness and response capabilities. This may result in a phased approach to build basic capacity and enhance that over the course of several years. Topics include public education, individual preparedness planning, identification of the target population, options for addressing transportation and sheltering needs, and staffing recommendations. The use of the special needs planning template guidance is also discussed.

National Preparedness Guidelines Mapping:

Mission Area: Protection, Response

National Priorities: Implement NIMS and NRF; Strengthen Medical Surge and Mass Prophylaxis Capabilities; Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Emergency Triage and Pre-Hospital Treatment; Medical Surge; Emergency Public Information and Warning; Volunteer Management and Donations; Citizen Preparedness and Participation; Critical Resource Logistics and Distribution

TERRORISM INCIDENT ANNEX (TIA) PLANNING

This program provides an enhanced level of support to develop a robust terrorism incident annex (TIA) for existing emergency operations plans. The intended outcome of this session is to assist State and local jurisdictions in building a multidisciplinary emergency response planning team that is able to develop or revise an effective TIA that guides the jurisdiction's preparation for and response to an incident. Emphasis is placed on a regional approach that allows jurisdictions to understand how outlying jurisdictions respond and what resources they have available that may be of assistance.

Target Audience:
This program is intended for Homeland Security and Emergency Management officials and allied agencies

Levels of Assistance:
Level One: Information Resources
TIA Reference CD

Level Two: Models, Templates, and Samples
TIA Planning Coordination Checklists
TIA Capability Assessment Checklist
TIA Template and Guidance
Incident-Specific Appendices Template and Guidance
Terrorism/WMD Threat Analysis Template and Guidance
Credible Threat Scenario Development Template and Guidance
Jurisdiction and Facility Terrorism/WMD Vulnerability Assessment Templates and Guidance
MOA/MOU Samples, Templates and Guidance
Emergency Procedure Samples, Templates, and Guidance

Level Three: On-site Workshops
There are four modules available for onsite workshops. They can be delivered individually or in combination. The workshops are a combination of instruction, facilitation, and hands-on development. Workshop Module Two has a two to three week period between each of the one-day sessions allowing jurisdictions to continue the plan development process and then refine it at the second session. Each workshop is one to two days in length and customized to the unique planning needs of the jurisdiction.

Module 1: Getting Started
This module assists jurisdictions in organizing the planning group and establishing or updating the planning basis for TIA development. It addresses the following elements:

- Identifying and Organizing a Planning Group

- Establishing and/or Reviewing Planning Basics

- Reviewing the Existing Planning Strategy

Module 2: Developing the Draft TIA
This module assists jurisdictions in developing an initial TIA or updating an existing TIA. It addresses the following elements:

- Terrorism Basics

- Assessment of Capabilities and Identification of Available Resources

- Completing the Draft TIA and Accompanying EOP Revisions

Module 3: Refining the Draft TIA
This module assists jurisdictions through key planning activities important to implementation of their TIA. It addresses the following elements:

- Agency review of the Draft TIA

- Identifying and Developing MOAs/MOUs

- Identifying and Developing Procedures to Support Implementation of the TIA

Module 4: Validating the TIA
This module assists jurisdictions in identifying methods for validating their TIA and the accompanying MOU/MOAs and procedures. The strengths and weaknesses of each approach and considerations for implementing them are also covered. It addresses the following elements:

- Exercises

- Review Process

- Systems Analysis

- Real World Events

National Preparedness Guidelines Mapping:

Mission Area: Response

National Priorities: Implement NIMS and NRF; Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Strengthen CBRNE Detection, Response and Decontamination Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities

Capabilities: Planning; Onsite Incident Management; Critical Resource Logistics and Distribution; Volunteer Management and Donations; Emergency Public Safety and Security Response; Explosive Device Response Operations; WMD/Hazardous Materials Response and Decontamination; Citizen Evacuation and Shelter-In-Place; Isolation and Quarantine; Emergency Public Information and Warning; Medical Surge; Mass Prophylaxis; Mass Care; Fatality Management

SYNCHRONIZATION MATRIX (SM)

Comprehensive Preparedness Guide 101 provides State and local jurisdictions guidance on developing emergency operations plans. It describes a planning process that emphasizes relationships between the actions of responders at all levels, while including all responding organizations and jurisdictions. Part of that process is game planning a response to determine potential courses of action, resource requirements, and information needs. Using an innovative software tool, the *Synchronization Matrix (SM)* technical assistance (TA) supports emergency plan development by helping planners organize, visualize, and analyze the flow of response actions within and across response jurisdictions through the game planning process. The software also serves as a collaborative workspace, allowing the planning team to work individually or as a team, as appropriate. It also provides a record of planning processes for later use in orienting new staff, informing elected leaders, guiding a response, or completing after-action analyses.

Target Audience:
This TA is for any Federal, State, and local agency seeking emergency planning support and assistance.

Levels of Assistance:
Level Two: Models, Templates, and Samples
Synchronization Matrix Software

Level Three: On-site Workshops
Planning Workshops

The provider delivers the SM technical assistance through a series of on-site consultations that occur during a three to six month period. A typical delivery starts with an initial assessment meeting, followed by four to six facilitated planning workshops where instruction and game planning occur. The provider tailors each delivery to the requesting location's or organization's specific needs. The TA goals are to:

- Train participants on the game planning process and SM software,

- Develop a plan for a single threat response scenario, and

- Develop the location's ability to use game planning in future planning efforts. Locations may use this TA in conjunction with other planning technical assistance offerings.

National Preparedness Guidelines Mapping:

Mission Areas: Common, Protection, Response

National Priorities: All

Capabilities: Communications; Community Preparedness and Participation; Planning; Citizen Evacuation and Shelter-In-Place; Critical Resource Logistics and Distribution; Emergency Public Information and Warning; Explosive Device Response Operations; Fatality Management; Fire Incident Response Support; Mass Care; Mass Prophylaxis; Medical Supplies Management and Distribution; Medical Surge; Onsite Incident Management; Emergency Public Safety and Security Response; Emergency Triage and Pre-Hospital Treatment; Search and Rescue; Volunteer Management and Donations; WMD/Hazardous Materials Response and Decontamination

LOGISTICS AND PROCESS ANALYSIS TOOL (LPAT)

This technical assistance (TA) service assists emergency planning teams in formulating, modeling, and analyzing logistics operations that support emergency response plans. Through a "from warehouse to citizen" simulation, *the Logistics and Process Analysis Tool (LPAT)* model helps planners quantitatively evaluate the transportation and logistics aspects of their emergency plans. Planners are able to use LPAT's macro-level logistics and transportation component independently or together with its micro-level process simulation component to test, analyze, and understand the interactive elements of the supply chain, the impact of conflicting priorities, and the consequences of logistics decisions before plan implementation. By using LPAT, planners can define the range and scope of a logistical operation and predict the type and quantity of assets required for a particular response or recovery effort.

Target Audience:
This TA is for any Federal, State, and local agency with a logistics or resource management mission seeking logistics planning support and assistance.

Levels of Assistance:
Level Two: Models, Templates, and Samples
Logistics and Process Analysis Tool

Level Three: On-site Workshops
Modeling Workshops

The provider delivers the LPAT technical assistance through a series of on-site consultations that occur during a three to six month period. A typical delivery starts with an initial assessment meeting, followed by four to six facilitated planning workshops where instruction and logistics modeling occur. The provider tailors each delivery to the requesting location's or organization's specific needs. The TA goals are to:

- Train participants on LPAT and the logistics modeling process software,

- Develop a logistics simulation and analysis for a single response or recovery scenario, and

- Develop the location's ability to use LPAT in future planning efforts. Locations may use this TA in conjunction with other planning or logistics technical assistance offerings.

National Preparedness Guidelines Mapping:

Mission Areas: Common, Protection, Response

National Priorities: Expand Regional Collaboration; Implement NIMS and NRF; Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communications Capabilities; Strengthen Medical Surge and Mass Prophylaxis Capabilities; Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Communications; Planning; Citizen Evacuation and Shelter-In-Place; Critical Resource Logistics and Distribution; Fatality Management; Mass Care; Mass Prophylaxis; Medical Supplies Management and Distribution; Medical Surge; Volunteer Management and Donations; Restoration of Lifelines

JOINT INFORMATION SYSTEM/CENTER IMPLEMENTATION (JISCI)

Providing the public with timely, accurate, and complete information that enables citizens to protect themselves in an emergency is a challenge and responsibility facing all emergency management officials. The *Joint Information System/Center Implementation (JISCI)* technical assistance (TA) offering provides individuals and teams involved in a jurisdiction's emergency public information efforts with the concepts, tools, and skills necessary to work in a JIS/JIC environment during a crisis. Developed and presented by experienced public information professionals, the JISCI TA provides participants with a method for handling emergency information under the *National Incident Management System (NIMS)* and *National Response Framework (NRF)*, regardless of the type of incident or the number of responding agencies involved.

Target Audience:
This TA is for Federal, State, and local public information officers, JIC staff, emergency managers, elected or appointed officials, or other participants in a jurisdiction's JIS or JIC.

Levels of Assistance:
Level One: Information Resources
Reference materials, handbooks, job aids, and resource guides.

Level Two: Models, Templates, and Samples
Templates, samples, models, and other written and electronic tools for organizing and operating a JIS/JIC.

Level Three: On-site Workshops
JIS/JIC Workshops

This TA consists of three modules that jurisdictions can select individually or in combination:

Module 1: JIS/JIC Workshop
In this two-day, interactive workshop, participants learn about the operational need for a JIS/JIC; how it works; the functions it performs; and the types of teams, equipment, and facility layout needed to get the job done. The workshop includes modules designed to build the skills of individuals who will perform various functions within the JIS/JIC. The workshop includes a highly interactive JIC-based training activity using a scenario that tests the emergency information response capabilities of participating organizations. The training activity concludes with a discussion of how the JIC functioned, issue identification, why the media produced the stories they did, how PIO performance influenced media coverage, and other lessons learned directly from JIC staff.

Module 2: Spokesperson Training
This TA offering helps to prepare policy makers and information professionals to interact with the media by improving old skills and teaching new ones, in a constructive

environment that provides extensive hands-on practice. This one-day workshop is designed for two distinct audiences: policy makers (including appointed or elected officials and emergency management directors) and public information officers from Federal, State, and local levels. The workshop size is limited to no more than six participants to allow maximum time to practice interview skills during media interaction exercises. Participants learn how to work confidently with the news media, about their expectations, and the differing needs of television, print, radio, and Internet media.

Module 3: New Technologies Workshop
As communication technology changes, knowing how to use the latest communication paths to relay information about potential risks and to inform the public about life-saving actions during a crisis becomes critically important. This one-day, hands-on workshop provides an overview of how the public and the news media want their information delivered and how to use new communication tools (many of which are available at no cost) to address public concern, monitor news media reporting, and delivery timely and accurate information to everyone who needs it.

National Preparedness Guidelines Mapping:

Mission Areas: Common, Protection, Response

National Priorities: Expand Regional Collaboration; Implement NIMS and NRF; Strengthen Information Sharing and Collaboration Capabilities; Strengthen Interoperable and Operable Communications Capabilities; Strengthen Planning and Citizen Preparedness Capabilities

Capabilities: Communications; Planning; Citizen Evacuation and Shelter-In-Place; Emergency Operations Center Management; Emergency Public Information and Warning; Mass Care; Mass Prophylaxis; Volunteer Management and Donations; Economic and Community Recovery

MASS FATALITIES INCIDENT PLANNING

One of the common shortfalls with respect to response and recovery for catastrophic events in State and local jurisdictions is planning for mass fatalities. This need was made evident in the aftermath of Hurricane Katrina and more recently during the Nationwide Plan Review Phase II.

Target Audience:
These workshops are intended for Urban Area Working Groups (UAWGs) and their communications designees and agencies participating in the Urban Areas Security Initiative (UASI) Program. The UAWG may also want to include Federal and/or State representatives from the region that are involved in interoperable communications.

Levels of Assistance:
Level One: Information Resources
Mass Fatalities Incident Planning Annotated Bibliography
Mass Fatalities Incident Planning: Definitions, Acronyms and Abbreviations
Mass Fatalities Incident Planning Technical Assistance Program CD

Level Two: Templates, Samples, Models
Regional Mass Fatalities Incident Plan Template
Capability Assessment Tool for Mass Fatalities
Mass Fatalities Incident Annex Template: State and Local
Mass Fatalities Incident Annex Appendix Template 1: Site Operations
Mass Fatalities Incident Annex Appendix Template 2: Staff Processing Center
Mass Fatalities Incident Annex Appendix Template 3: Morgue Operations
Mass Fatalities Incident Annex Appendix Template 4: Human Remains Disposition
Mass Fatalities Incident Annex Appendix Template 5: Family Assistance
Mass Fatalities Incident Annex Appendix Template 6: Sample Hazard-Specific Appendix – Plane Crash
Memorandum of Understanding (MOU) for Mass Fatalities
Mass Fatalities Incident Standard Operating Procedure/Standard Operating Guideline Template

Level Three: Onsite Workshops
This TA service offering provides flexible assistance using two, full-day, onsite working sessions, separated by three weeks. The first workshop will cover developing a Regional Concept of Operations and using that concept to build a State/Local Mass Fatalities Incident Annex. The second workshop will focus on refining and validating the Annex, providing one-on-one support as needed. In addition, requesting jurisdictions can expect to receive the following from this service:

Module 1: Defining the Need for Mass Fatalities Incident Planning on a Regional Basis
This module discusses regional capabilities as a framework to building a Regional Concept of Operations. From this Concept, a high level Regional Mass Fatalities Incident Plan can be built.

Module 2: Developing the State/Local Mass Fatalities Incident Annex to the Emergency Operation Plan
Module 2 focuses on taking the Regional Concept of Operations and applying it to a State/Local Mass Fatalities Incident Annex. Roles and responsibilities are defined and assigned to specific people or agencies during this module.

Module 3: Refining the State/Local Mass Fatalities Incident Annex
A three-week break between the first workshop and the second one will allow participants the opportunity to build their State/Local Mass Fatalities Incident Annex. Discussion of mutual aid agreements and memorandums of understanding, standard operating procedures and guidelines, emergency procedures, and job aides will guide the refinement process. The end of Module 3 is dedicated to providing one-on-one assistance.

Module 4: Validating the State/Local Mass Fatalities Incident Annex
The final module is an overview of the methods used in testing and validating emergency plans. Particular focus is centered on the issues surrounding the validation of the Mass Fatalities Incident Annex.

National Preparedness Guidelines Mapping:

Mission Areas: Response, Recovery

National Priorities: Implement National Incident Management System (NIMS), National Infrastructure Protection Plan (NIPP), National Response Plan (NRP); Expand Regional Collaboration; Law Enforcement Investigation and Operations.

Capabilities: Planning; Onsite Incident Management; Emergency Operations Center Management; Critical Resource Logistics and Distribution; Responder Safety and Health; Citizen Evacuation and Shelter-In Place; Fatality Management.

PROGRAM MANAGEMENT (PM)

The *Program Management* technical assistance (TA) service provides guidance on how to plan, manage, and evaluate programs in the context of the *National Preparedness Guidelines (Guidelines)*. This TA service is designed to bring together planners and homeland security managers from many jurisdictions and disciplines throughout each State. Although the content and delivery of the Program Management TA can be customized to incorporate each State's homeland security program needs, we encourage regional deliveries whenever possible. States and/or regional areas may request specific modules, although a delivery including all modules is recommended.

Target Audience:
This TA service, covering the foundations of program management, is best suited for persons involved in day-to-day program management within the State Administrative Agency (SAA), including:

- Managers and staff in the SAA and/or State Homeland Security Office
- Program and project managers at the Urban Area and jurisdiction level
- Discipline-specific homeland security managers throughout the State
- Any individuals who may be new to the office and/or homeland security program management

Levels of Assistance:
Level Three: On-Site Workshops
Topics addressed in the Program Management TA modules include the following elements of effective program management:

Program Definition

- Align existing plans with homeland security goals
- Identify and coordinate with stakeholders

Program Review

- Use ongoing assessment of program capabilities
- Develop planning steps that effectively use limited resources

Resource Allocation

- Develop a budget plan based on prioritization
- Identify and manage staffing gaps

Evaluation

- Evaluate program and performance gaps

- Recognize and mitigate program challenges

The TA incorporates the existing DHS Program Management Handbook, a resource to help administrators manage programs that span across agencies, jurisdictions and disciplines, including the private sector. Program managers also receive guidance on how to enhance their existing State and Urban Area Homeland Security Strategies and Enhancement Plans.

National Preparedness Guidelines Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Expanded Regional Collaboration

Capabilities: Planning, Risk Management, Information Sharing and Dissemination

INVESTMENT PLANNING (IP)

The *Investment Planning* technical assistance (TA) workshop highlights five building blocks that each manager should consider when working through the investment planning process. Each building block is a key factor in developing healthy, value-added investments for States and local jurisdictions.

Through exercises and discussions, participants receive guidance on: (1) more efficiently managing limited resources in order to achieve homeland security goals, (2) developing a proactive approach to planning for the implementation of investments through development of sound business cases, and (3) preparing for potential obstacles in executing an investment that could negatively impact its chances for success.

Target Audience:
The Investment Planning TA is recommended for those involved in the investment planning and funding decision-making process at the State and Urban Area level, including:

- Senior leaders and staff in the State Administrative Agency (SAA) and/or Homeland Security Office who are key decision makers in the Investment Planning process

- Individuals involved in Investment Planning committees or working groups, prioritization, and funding allocation process based on investments submitted and funded through the Homeland Seecurity Grant Program (HSGP)

- Project managers responsible for planning for or implementing investments

Levels of Assistance:
Level Three: On-Site Workshops
The Investment Planning TA modules include the following building blocks for effective investment planning:

Evaluate existing plans and reviews

- Align investments with existing plans

Prioritization

- Employ a rational process for making investment decisions

Investment Planning — Fundamentals

- Develop measures to track progress
- Analyze viable alternatives to meet goals

Investment Planning — Mapping the Details

- Develop a detailed funding and staffing plan to manage and monitor the different components of an investment

Investment Planning — Preparing for Uncertainty

- Manage risk by preparing for potential obstacles that could negatively impact the investment's success

National Preparedness Guidelines Mapping:

Mission Areas: Prevent; Protect; Response; Recovery

National Priorities: Expanded Regional Collaboration

Capabilities: Planning, Risk Management, Information Sharing and Dissemination

GRANTS REPORTING TECHNICAL ASSISTANCE (GRTA)

The Initial Strategy Implementation Plan (ISIP) / Biannual Strategy Implementation Report (BSIR) technical assistance (TA) is an all encompassing approach to aid States and territories in allocating their Grant Programs Directorate (GPD) grant award funds through project plans and completing and submitting their relevant update reports to GPD. This TA aids the State in connecting individual projects to the State's own Homeland Security Strategy (and Urban Area Strategy, if applicable) and accurately allocating funding to these projects per the guidelines set in place by GPD. The objective of the ISIP / BSIR TA is to instruct States in the correct completion of their ISIPs / BSIRs and in the final submission of these reports to GPD, thus fulfilling the GPD data report requirements.

Target Audience:
This TA is designed for Homeland Security Grant Managers and Administrators and monitoring staff at the State, Urban Area and local level. However, TA deliveries can only be requested at the State level.

Levels of Assistance:
Level One: Information Resources
GRT User's Guide
The Grants Reporting Tool (GRT) User's Guide is a detailed document describing the purpose for and use of the GRT. The guide targets users from the local level to State administrators. Screenshots and step-by-step instructions are provided for each module of the GRT.

What's New
This document provides a detailed dialogue, along with "screen shots" and red call-outs (if applicable) on the changed functionality between releases. This document is meant to reflect the latest features and functionality of the current application.

Frequently Asked Questions
This resource contains answers to the questions most frequently asked by users and administrators of the GRT.

Level Two: Models, Templates, and Samples

BSIR Subgrantee Worksheets
These Excel worksheets provide a template for use in preparing a GRT reporting period for a subgrantee. Submission of these worksheets is not required; it is provided as a convenient template that can be used electronically or in paper form by the State and/or subgrantee.

GRT Technical Assistance Guidebook
The GRT Technical Assistance Guidebook is the document used by TA providers in preparing for and during delivery of an ISIP/BSIR Technical Assistance. The guidebook

describes the required components of an ISIP/BSIR TA, and provides a general outline for how to deliver the TA and a list of best practices for TA delivery.

GRT Technical Assistance PowerPoint
A PowerPoint file is used by the TA providers as an introduction and walkthrough of the GRT to be presented during an on-site workshop.

Level Three: On-site Workshops

ISIP/BSIR Instructional Technical Assistance
The ISIP/BSIR Instructional Technical Assistance is an on-site TA delivery designed to train new staff and refresh existing staff on the purpose, use and administration of the Grants Reporting Tool (GRT) to file an Initial Strategy Implementation Plan (ISIP) or Bi-annual Strategy Implementation Report (BSIR). The course covers how to: register, approve users, create and manage subgrantee organizations, award funds, create projects, allocate funds to project solution area subcategories and disciplines, select strategic goals and objectives, answer project metrics, submit projects and subgrantees to the State, approve subgrantees and submit to GPD.

If so desired, the audience participants may begin ISIP/BSIR data entry while on-site at the TA delivery and ask questions of the TA providers as part of a facilitated data entry.

The standard format for this TA involves two personnel from the TA provider delivering a two day instructional TA course. The audience size is not limited, and the roster makeup is left to the determination of the State TA requestor.

This TA is not designed as a data entry TA, nor is it intended to supplant State or local personnel in the data entry and submission of an ISIP or BSIR.

GPD covers the TA providers' room and board for the delivery. It is the responsibility of the requestor to provide meeting space, a broadband internet connection, an LCD projector, projection screen or other suitable digital presentation equipment (Smart Board™, other interactive whiteboard, etc). In addition, if the requestor desires that the audience participants be able to work on the GRT during the course of the TA delivery, the requestor must also provide a computer for each participant, or designated group of participants.

National Preparedness Guidelines Mapping:

Mission Areas: Prevention, Protection, Response, and Recovery

National Priorities: All

Capabilities: All

GRANTS MANAGEMENT TECHNICAL ASSISTANCE (GMTA)

The Enhancing Grants Management Capacities (EGMC) for State Administrative Agencies (SAAs) technical assistance (TA) is designed to improve the ability of SAAs and their sub recipients to administer grant funding programs awarded by FEMA's Grant Programs Directorate (GPD). These grant funding programs provide significant support to State and local jurisdictions to achieve the *National Preparedness Guidelines (Guidelines)*. Therefore, improving the ability of SAAs to effectively manage these programs directly impacts the ability of State and local jurisdictions to achieve the NPG.

Target Audience:
SAA, UASI, or sub recipients' personnel responsible for managing all GPD funded Grant Programs.

Levels of Assistance:
Level One: Information Resources
Delivery of information; existing resources and publications; networking and referral via telephonic or electronic assistance; build and maintain a Compendium of Promising Grants Management Practices.

Examples:

- Provide electronic copies of standardized policies and procedures which have been documented as promising practices to an individual requesting guidance on this issue.

- Using information in the Compendium to connect an SAA requestor who is seeking promising practices in grants management to a peer who has developed and maintains a grant management policy or procedure for their Homeland Security grants.

Level Two: Templates, Models, Samples
Development of models, templates and samples, as well as other specific needs/issues requested by States for delivery to the field.

Examples:

- Jurisdiction-specific Power Point presentation on Successful Grants Administration Policies, Procedures and Practices which can be delivered by and/or in coordination with the TA requestor and TA Provider

- Develop a curriculum on strategic planning for sub grantees

- Develop an SAA Deskbook reference guide for newly hired SAA, SAA POC, and staff

Level Three: On-site Workshops
Meeting facilitation; direct guidance and consultation; intensive, short-term, site-specific workshops (multi-state, host-site, peer subject matter presentations). The duration of the TA delivery varies depending upon the TA requestor's needs.

Examples:

- Convene a multi-state workshop reaching attendees from the State and local jurisdictions keynoting best managing practices in specific topic areas, assessing skill levels of attendees to determine follow-up TA, and providing documentation for attendees that may be used to guide effective grants management practices in the future
- Direct delivery of successful Grants Management principles tailored to the identified grant management needs of the requesting jurisdiction

National Preparedness Guidelines Mapping:

Mission Areas: N/A

National Priorities: All

Capabilities: Planning

HOMELAND SECURITY STRATEGY TECHNICAL ASSISTANCE

Homeland Security Strategy Technical Assistance is administered by the DHS, Federal Emergency Management Agency (FEMA), Grant Programs Directorate (GPD). The purpose of Homeland Security Strategy TA is to assist States and Urban Areas in developing and implementing a strategy for the enhancement of jurisdictional preparedness to respond to terrorism, natural disasters, and other man made disasters. The program's goal is to enhance the State or Urban Area's ability to develop a comprehensive homeland security strategy.

Target Audience:

This TA service is best suited for persons within the State Administrative Agency (SAA) and /or Urban Area Working Group (UAWG), involved in developing a Homeland Security Strategy, including:

- Managers and staff in the SAA and/or State Homeland Security Office
- Program and project managers at the Urban Area and jurisdiction level
- Discipline-specific homeland security managers throughout the State
- Any individuals who may be new to the office and/or homeland security program management

Levels of Assistance:

Level Three: On-Site Workshops

The Homeland Security Strategy TA is provided as a two day onsite workshop for assessment and planning support for the development and/or revision of the jurisdictions homeland security strategy. This service will assist States in developing the strategy by:

- Developing a vision
- Developing a strategic focus
- Developing goals and objectives
- Prioritizing objectives

National Preparedness Guidelines Mapping:

Mission Areas: Prevention, Protection, Response, Recovery

National Priorities: Expanded Regional Collaboration

Capabilities: Planning, Risk Management, Information Sharing and Dissemination